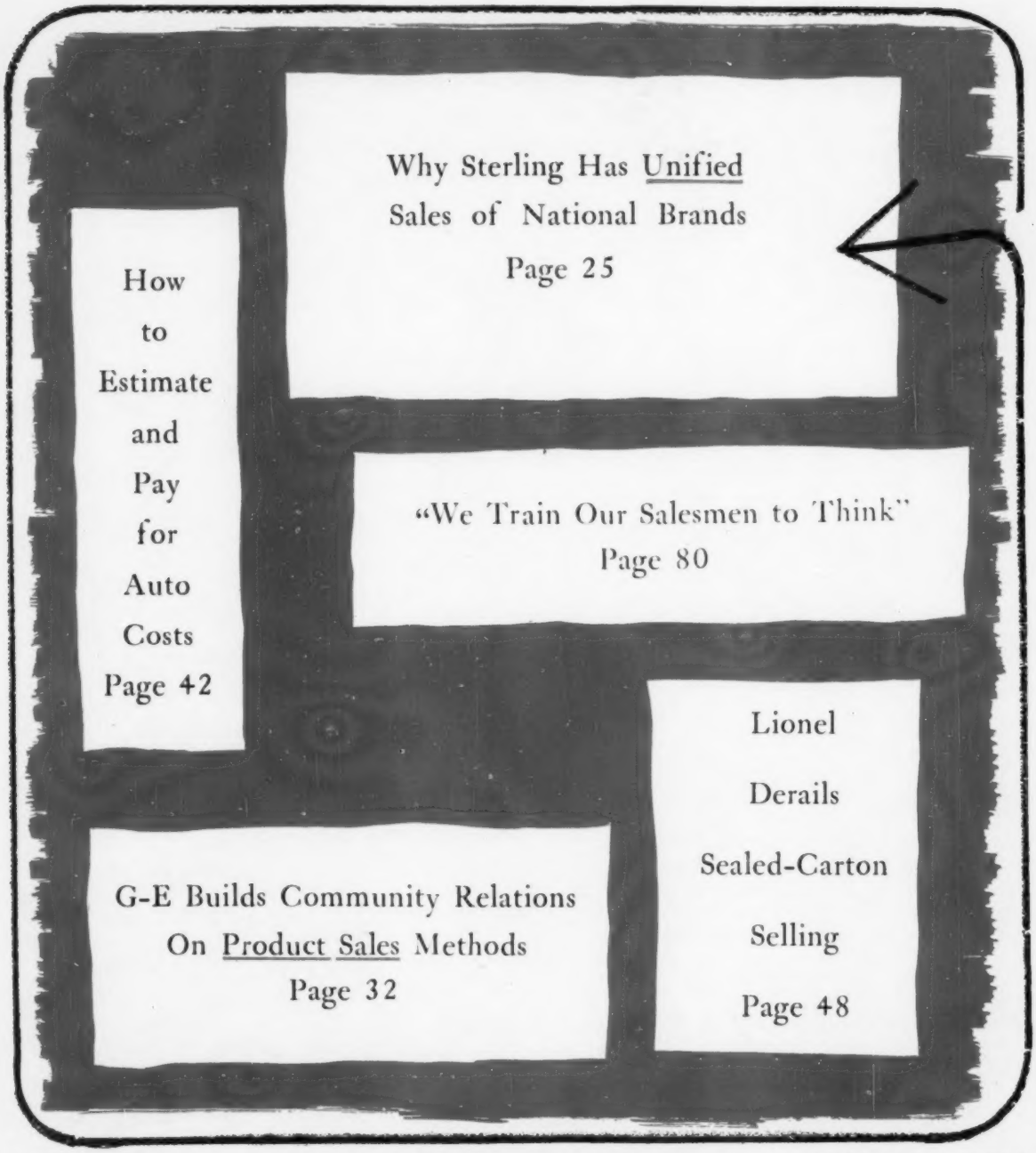
Sales Management

THE MAGAZINE OF MARKETING



FIFTY CENTS A BILL BROTHERS PUBLICATION FEBRUARY 1, 1956

IF YOU'RE OUT
WHEN THE TIDE'S IN . . .
WATCH OUT!

Sometimes you can get in over your head before you know it. Take Merchandising at the point-of-sale for instance. If allowed to lag behind your advertising campaign, your whole program may be swamped. And that's where Chicago Show can come to the rescue. Our nation-wide organization is staffed with experts who have the know-how and facilities, to save your point-of-sale program, before it flounders. Backed by more than 50 years' experience serving advertisers large and small, we produce sales-stimulating point-of-sale merchandising programs that create traffic—but more important—pay off where it counts, at the counter. Let us show you how to breathe new life into your point-of-sale program.



Our FREE "Idea File" and illustrated brochure can be a real life-saver! Contains a collection of point-of-sale ideas that get results. Drop a line to Chicago Show Printing Company, 2660 N. Kildare, Chicago 39.



Merchandising at the POINT-OF-SALE

- Lithographed displays for indoor and outdoor use
- Animated Displays
- Cloth and Kanvet Fiber Banners and Pennants
- Mystik® Self-Stik Displays
- Mystik® Can and Bottle Holders
- Mystik® Self-Stik Labels
- Econo Truck Signs
- Booklets and Folders

CHICAGO SHOW
PRINTING COMPANY
CHICAGO • NEW YORK • DETROIT
KANSAS CITY • PHILADELPHIA
and other principal cities

Trademark Mystik Registered.

Today... togetherness
inspires the decision

Today—togetherness is the *accepted* way of family living.
And because women and their families live and play and plan together...
Togetherness is inspiring *women* in more and more buying decisions.
From carpets and floor coverings to automobiles to appliances.
From food to drug products to fashions!

You can influence *more* of these buying decisions *your way*...
in more than 4,500,000 homes... through advertising in the *only* magazine
edited to the ideal of Togetherness and
addressed to the Woman in terms of her family.
Ask your McCALL'S representative for the full story.



McCall's

The Magazine of Togetherness in more than **4,500,000 HOMES** *each month*

BBDO Newsletter

1. GAY BLADES
2. LARGEST
3. BURGIE MAN
4. LUCKY COUPLE



1 "SAY, PAL," asks the wrestler as he's tossed out of the ring, "how can I get a better injector blade?" His opponent answers, "Before you say injector blades say 'Pal'!" With the same terse sales pitch in every ad, plus drawings by ace sports cartoonist Willard Mullin, this new magazine campaign gets unusually high readership for hollow ground Pal Blades — made by American Safety Razor Corporation.



2 INTRODUCED ONLY eight months ago, Revlon 'Satin-Set' Pin-Curl Spray-Set is now the largest-selling product in its field. An intriguing theme line—"End nightly pin-ups forever!"—promoted on television's top-rated *$64,000 Question* —helped spread the good news fast. Each week, lovely models appear in "live" commercials . . . show how in just five extra seconds 'Satin-Set' sets pin-curls that last twice as long.



3 A PINT-SIZED character if you ever saw one, this animated man is doing a jumbo job for Bürgermeister Beer. Said one Los Angeles MC, "If these TV commercials get any cuter, we're just going to have to do something about the programs that keep interrupting them." Entertaining, yet to the point, all Burgie spots feature the catchy Bürgermeister jingle—sung to the tune of *Clementine*. BBDO San Francisco.



4 IF THE FACES are familiar, it's no wonder. Grace and Russ have appeared in Lucky Strike ads (space, TV and car cards) steadily since last summer. Now people spot 'em all the time. GI's saw Grace in a Lucky ad, voted her the girl they'd most like to come out of the movies with. And Russ, a BBDOer who never modeled before, is getting used to strangers saying, "Aren't you the guy in all the Lucky ads?"

BATTEN, BARTON, DURSTINE & OSBORN, INC. *Advertising*

NEW YORK • ATLANTA • BOSTON • BUFFALO • CHICAGO • CLEVELAND • DALLAS • DETROIT • HOLLYWOOD • LOS ANGELES • MINNEAPOLIS • PITTSBURGH • SAN FRANCISCO • SEATTLE

Sales Management
VOLUME 76 NO. 3

EXECUTIVE OFFICES: 386 Fourth Ave., New York 16, N. Y. LExington 2-1760

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MORE NEW PRODUCTS . . FASTER

No supplier of products used in industry can afford to ignore the new markets that are springing up daily. He needs a way to contact all these new markets and present the merits of his products industry and nation wide at a non-prohibitive cost.

That's what Industrial Equipment News was designed to do and does so well that it has become the most advertised in business paper, as well as the most frequently used source of product news and information.

For $165 to $175 a month you can saturate all 452 industries with your product story. In these 452 markets you reach the 65,000 product selecting officials who specify and buy for the 40,000 establishments which account for 80% of the national product.

If you are not getting your share of this new market new business something needs to be done. IEN will do this particular selling job better for less than any other medium.

Details? ... send for complete DATA FILE

Industrial Equipment News
IEN
Thomas Publishing Company

BPA NBP 461 Eighth Avenue, New York 1, N. Y.
... Affiliated with Thomas Register



This is Cinerama?

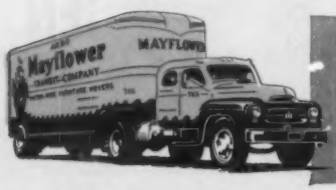
▶ Yes, this *IS* Cinerama . . . delicate cinerama theatre equipment on the move from Long Island, New York to Damascus, Syria, via Mayflower and the United States Air Force, for an International Exposition by the U. S. State Department.

Mayflower handles similar fragile shipments throughout this nation and Canada day in and day out without damage.

Your precious household goods, or the goods of your personnel will get the same expert handling, the same gentle care. For the safe, easy way to move long distance anytime, anywhere, move by Aero Mayflower. Call your local Mayflower agent.

AERO MAYFLOWER TRANSIT CO., INC. • INDIANAPOLIS

Mayflower Service is available through selected warehouse agents throughout the United States and Canada. Your local Mayflower agent is listed under Moving in the classified section of your telephone directory.



AERO Mayflower
NATION WIDE FURNITURE MOVERS

"America's Finest" Long-Distance Moving Service

Sales Management

EXECUTIVE OFFICES 386 Fourth Ave.
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ABP BUSINESS PAPER LEADERSHIP · ABC AUDITED PAID CIRCULATION · NBP

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CONCENTRATION COMES EASY

on the incomparable VISCOUNT

Make the VISCOUNT your "office in the sky" — you'll find it conveniently appointed with many exclusive features, including a personal, fold-away table at each wide, comfortable seat. You'll also find it quieter, smoother and exceptionally fast. Once you've flown the VISCOUNT* you'll never want to go any other way!

**The World's First and Only Turbo-Prop (jet-prop) Airliner.*



Fly the VISCOUNT from Chicago, Detroit, Cleveland, Pittsburgh, Norfolk, Washington, New York

Capital AIRLINES

"I have not yet, indeed, thought of a remedy for *luxury*...



BENJAMIN FRANKLIN—B: Jan. 17, 1706—D: Apr. 17, 1790

The Franklin portrait above is from the original wood engraving by Bernard Brussel-Smith. The text is taken from a letter written by Franklin in 1784 to the editor of his published works. It appears to be a mature afterthought, qualifying his earlier and more familiar writings on the importance of thrift.

"I am not sure that in a great state it is *capable of a remedy;* nor that the evil is in itself always so great as it is represented.

"Suppose we include in the definition of luxury all *unnecessary expense*, and then let us consider whether laws to prevent such expense are possible to be executed in a great country, and whether, if they could be executed, our people generally would be happier, *or even richer.*

"Is not the hope of being one day able to purchase and enjoy luxuries, a great spur to labour and industry?

"May not luxury, therefore, produce more than it consumes, if, without such a spur, people would be, as they are naturally enough inclined to be, lazy and indolent? *To this purpose I remember a circumstance.*

"The skipper of a shallop, employed between Cape May and Philadelphia, had done us some small service, for which he refused to be paid. My wife, understanding that he had a daughter, sent her a present of a new-fashioned cap.

"*Three years after*, this skipper being at my house with an old farmer of Cape May, his passenger, he mentioned the cap, and how much his daughter had been pleased with it. 'But (said he) it proved a dear cap to our congregation.'

" 'How so?'

" 'When my daughter appeared with it at meeting, it was so much admired, that all the girls resolved to get such caps from Philadelphia, and my wife and I computed that the whole could not have cost *less than a hundred pounds.*'

" 'True, (said the farmer) but you do not tell all the story. I think the cap was nevertheless an advantage to us; for it was the first thing that put our girls upon knitting worsted mittens for sale at Philadelphia, that they might have wherewithal to buy caps and ribbons there; *and you know that the industry has continued*, and is likely to continue and increase to a much greater value, and answer better purposes.'

"Upon the whole, I was more reconciled to this little piece of luxury, since not only the girls were made happier by having fine caps, but the Philadelphians by the supply of warm mittens."

. . .

This appreciation of the human motives that lead to an expanding economy is gratefully reprinted on the 250th anniversary of Benjamin Franklin's birth. For a reprint of this advertisement, write to:

J. WALTER THOMPSON COMPANY
420 Lexington Avenue, New York 17, N. Y.

Chicago, Detroit, San Francisco, Los Angeles, Washington, D.C., Miami, Montreal, Toronto, Mexico City, Buenos Aires, Montevideo, Rio de Janeiro, São Paulo, Santiago (Chile), London, Paris, Antwerp, Frankfurt, Milan, Johannesburg, Cape Town, Bombay, Calcutta, New Delhi, Sydney, Melbourne, Tokyo, Manila.

The Salesman's Story

Your belief in selling will be renewed when you finish reading "The Salesman's Story," an illustrated report just issued by Du Pont on the role of selling in America.

"America's material abundance is a triumph of creative salesmanship," says Du Pont. "The productive genius that developed the nation's resources gained meaning only because its fruits were distributed widely. It was salesmen who spurred development of the mass market to support mass production . . . they popularized the products of science and invention, and foresaw the day when luxuries would become commonplace."

Whether you sell consumer goods or industrial products you will find "The Salesman's Story" fascinating reading for yourself and a booklet which we believe you'll want to place in the hands of your entire sales force. And we know that you'll desire to place copies in your local high schools and see it in our colleges and universities. So we recommend that you telephone, telegraph, write or run to the Public Relations Department, E. I. du Pont de Nemours and Co., Inc., Wilmington 98, Del., for your free copies.

One Rotten Apple

From the public's point of view life insurance companies chartered in Texas have gotten themselves under a cloud of the firms' own making. The insolvency of one firm has cast doubt, apparently unfairly, on the ability of other Texas-chartered life insurance companies to make good on their policies. Now a group of life insurance companies chartered in Texas has announced that it will protect from loss policy holders of any life insurance company found to be insolvent by the state.

The 28 Texas companies are to be commended for taking prompt action to calm legitimate fears about the safety of life insurance. The Texas situation actually is only a tiny cloud in the whole life insurance picture and is not likely to disturb the confidence of millions of life policy holders. But such situations can cause festering sores in public confidence in all business.

There are few such instances in American business today. So it is not likely that any of you will be faced with a comparable situation. But if you are, there is no substitute for prompt, constructive action.

Unity in Promotion

These days you need a score card to follow the game of corporate mergers. Much thought is devoted in many of the mergers to the tax benefits and intra-company sales. But we wonder how many boards of directors of companies active in acquiring diverse companies with their diverse product lines have given enough attention to the matter of a unified promotion theme.

The challenge for the management of any of today's crop of merged companies is to achieve the public recognition and acceptance

GOLFERS
are
SPENDERS
...$190,000,000 annually for equipment, apparel and accessories... and their numbers are mounting in the fast growing Golf Market.
"GOLF MARKET INFORMATION"
gives the full facts from golf's leading publications
GOLFing
National Players' Magazine
407 S. DEARBORN ST., CHICAGO 5, ILL.
20 VESEY STREET, NEW YORK 7, NEW YORK
ALSO PUBLISHERS OF
GOLFDOM
THE BUSINESS JOURNAL OF GOLF

make your promotion
A SPECTACULAR SUCCESS
WITH Ad Banners by HOLLYWOOD
Help your product steal the show, anywhere and everywhere, with the front row IMPACT and distinctive PRESTIGE of Hollywood Gleam-Satin Banners, Pennants, Miniatures and Sashes. Their glamorous, attention-compelling qualities add up to top Box Office SALES.
See for yourself. Get our FREE Idea Book, today, and discover many new and powerful sales ideas.
HOLLYWOOD BANNERS
116 East 32nd Street, New York 16, N. Y.
Telephone ORegon 9-4790





Chicken-Of-The-Sea Tuna mermaid . . . charming detail of a vacuum formed, flasher-illuminated display, an LNA Award winner with a remarkable sales record



ORIGINAL SCULPTURE from which the relief mould was made for vacuum forming the Chicken-Of-The-Sea Tuna display, illustrated above.

SCULPTURED PLASTICS

On these pages are illustrated vacuum formed displays . . . three-dimensional, with depth, convincing contours, realistic representation, true color.

They are light in weight, virtually unbreakable, resistant to weather, heat, cold moisture, handling . . . washable, can be lighted inside . . . semi-permanent, last for years. More exact than relief reproductions in metal, wood, plaster, or wax, they can be produced in unlimited quantities.

The process starts with a sculptured relief model, from which a mould is made. A lithographed plastic sheet is laid over the mould, and heated. Air is sucked out of the mould, and the hot plastic conforms to the relief surface, and cools to a plastic replica.

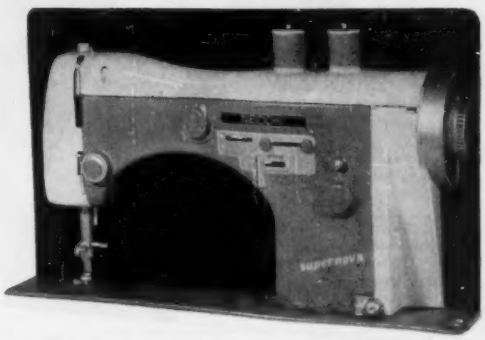
Anything that can be lithographed on plastic can be vacuum formed . . . beer bottle or heroic head.

The vacuum formed display delineates your package or product more faithfully, more factually . . . emphasizes advantage or usage, has novelty and distinction . . . gets a warmer welcome and longer tenure . . . conveys a message more effectively, more lastingly . . . increases immeasurably the value of your display expenditure.

Having made more than a half-million vacuum formed displays . . . Einson-Freeman has the experience to make the best. For more potent point-of-sale promotion, find out about vacuum formed display . . . Phone, wire or write . . .



Pontiac placque with car emblem in relief . . . one of a Fisher Body series of four, for General Motors dealers



Necchi sewing machine replica, twice size . . . displayed instead of real machine, saves dealer inventory



Artcarved diamond rings display, with antique gold vinyl frame . . . First Award in 1955 LNA competition

Einson-Freeman Co., Inc.

Makers of displays that make sales

Starr & Borden Avenues, Long Island City 1, New York



Women's Army Corps placque with realistic WAC figure, used as display in recruiting



Wiedemann's Beer placque of impact styrene with realistic geese, injection moulded



Old Crow trademark character, in three sizes, from 10 to 30 inches . . . for display in any type of outlet



Only the 4 largest cities

in the United States* have newspapers with more circulation than the

Minneapolis Sunday Tribune

625,000
in Minnesota
North and South Dakota
western Wisconsin

* *New York*
Chicago
Los Angeles
Philadelphia

Minneapolis Star EVENING and **Tribune** MORNING AND SUNDAY

MORE THAN 625,000 SUNDAY • 495,000 DAILY

John Cowles, *President*

of the General Electrics, General Motors, and the General Mills.

The public image created by the promotion of these, and many other firms, is that of vigorous, well managed, imaginative and productive companies run with the primary benefit of consumers in the forefront of management's mind.

If you operate a company like Fairchild, for example, which is well known but probably not well known enough, you deal with such diverse products as aircraft, industrial air conditioners, radar and guided missiles.

There are strong financial considerations for any company which aspires to even medium bigness in today's big business world in achieving recognition and acceptance by the public for its corporate name. That is why you see so many presidents and chairmen eagerly seeking speaking dates before groups of security analysts, for example. These managers know by experience of the value of a recognized corporation name. It makes many more people familiar with their stock and more interested in finding out about the present and potential profitability of that stock.

So we suggest that it is of top concern of a board of directors and of general management to quickly bring unity of promotion for their company. We further suggest that it is the prime job of the chief sales executive to prepare such a program and to present it imaginatively and forcefully to his bosses.

Brand Loyalty Bugaboo

Professor Ross M. Cunningham in the current issue of *Harvard Business Review,* has come up with what surely will be some controversial conclusions on brand loyalty—what, where, how much? Says Professor Cunningham:

"If significant numbers of loyalty-prone housewives and families do *not* exist, as this research shows for low-price, frequently purchased products, then management would do well to put less emphasis on blanket marketing strategy and more on strategies developed individually for each product.

"In a phrase, it is 'every brand for itself.' This situation raises some interesting questions about the role and effectiveness of advertising, especially that of an institutional character. For example, if housewives do not carry over their brand loyalty from one product to another, how likely are they to be swayed by advertising that does not emphasize the merits of a particular product?"

Incidentally, Professor Cunningham, in his study reports that brand loyalties are highest for headache tablets, margarine and scouring cleansers and lowest for canned peas and toilet soap.

Unfortunately, Professor Cunningham's study does not go into reasons consumers have high loyalty for one product and low loyalty to another product made by the same firm. Obviously, any company engaged in substantial institutional advertising, perhaps at the expense of individual product advertising, might well ponder the possible reasons.

But the study does confirm that "brand loyalty *is* a very substantial asset, that in their promotional planning [advertisers] should consider brand loyalty carefully and in terms of each individual product, and that the very fact that brand loyalty can be so strong is all the more reason for not taking its 'what', 'where', and 'how much' for granted."

We agree with Cunningham that the field is wide open for additional research. He specifically suggests looking into how price ranges affect brand loyalty, and how distributors' brands compare with manufacturers' brands in consumer loyalty.



...sure lure for sales!

58% of 1,066,279 Elks are active fishermen.

Their median personal income is $6,740 enabling them to buy any equipment sold for sport fishing.

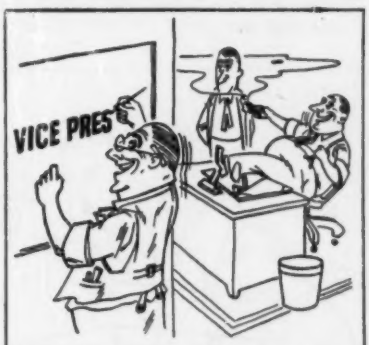
Articles of well known fishing authorities will appear in the Elks Eighth Annual April Fishing Issue.

You'll agree these facts make The Elks for April a sure lure for sales. Closing date is February 15th.

THE Elks MAGAZINE

Largest circulation of any fraternal magazine!

New York Detroit
Chicago Los Angeles



"... all I did was suggest to the boss that Clearsite Plastic Containers might solve our packaging problem."

Sparkling-bright Clearsite Plastic Containers are available in a wide selection of sizes, shapes, closures and colors. Only ⅙ the weight of glass and shatter-proof, they cut shipping costs and breakage. Containers can be multi-color printed.

Write for free samples and descriptive literature

CELLUPLASTIC CORPORATION

General Offices:
38 Avenue L
Newark 5, N. J.



2,000,000 who?



Good customers. The TIME-family income is more than double the U.S. average. TIME readers habitually buy more for themselves and their homes—can easily swing several major purchases at once.



Good citizens. The responsible, articulate men and women who read TIME are active in community, business and social groups—and a great many of them hold public office.





Influential people. Again and again the most important people in America—presidents of colleges, government officials, leaders of business, medicine, the press—vote TIME "the Most Important Magazine in America."



Travelers. TIME readers want to go and see for themselves the people and places they read about each week in their favorite magazine. They have the kind of positions that call for frequent business trips . . . the time and money to take vacation trips whenever and wherever they choose.

. . . to reach the big top of your

TIME, The Weekly Newsmagazine has just passed a milestone—an all-TIME circulation high of 2,000,000.

But TIME's success as an advertising medium rests today, as it always has, on more than mere numbers of readers. The wise advertiser does not just count noses; he counts prospective customers—incomes, influence, habits and standards of living.



So the key question to ask about TIME's big new 2,000,000 is what *sort* of people . . . 2,000,000 *who?*

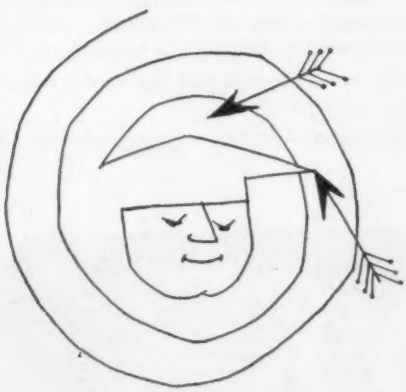
All in all, they are the kind of people you want to *sell*. They are . . .



Investors. A majority of TIME families own government bonds, and a great percentage own corporate stocks.



Industrial buyers. The majority of TIME family heads are key men in business, government and the professions—men who make the decisions on multimillions of dollars' worth of industrial purchases every year.



Tomorrow's leaders. College seniors—prime targets of company recruiting programs—vote TIME their first-choice magazine. And more than half of *all* college students read TIME regularly.



People interested in new ideas. TIME attracts people with a greater-than-average interest in news and new ideas—the kind of people who are first to try new foods, new machines, new services . . . and first to sell them to others.

market—now 2,000,000



Massachusetts



Illinois

How several men in different cities can talk things over together

YOU CAN BRING BUSY MEN TOGETHER RIGHT NOW WITH A TELEPHONE CONFERENCE CALL

When you need to talk things over with two or more busy men in different cities, it's easy . . . and fast . . . with a telephone Conference Call.

You can talk to two, three, four (or many more) men in as many different cities any distance apart.

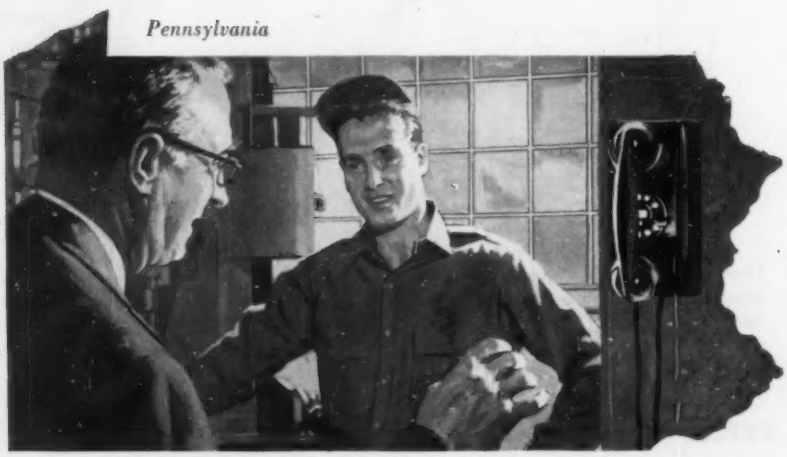
Each of them can take part in the discussion. Exchange ideas. Clear up questions. Help reach decisions. It's almost as if all of you were sitting around a conference table.

The cost of telephone conference service is low. A daytime call, for example, connecting Boston, Chicago and Pittsburgh costs $4 for the first three minutes and 75 cents for each additional minute. (This does not include the 10% federal excise tax.)

Try this modern service the next time you want to talk with several out-of-town business contacts.

Just tell the operator you want to make a Conference Call.

Pennsylvania



BELL TELEPHONE SYSTEM

LETTERS TO THE EDITORS

Wanted: Information on Marketing Atomic Energy
Welcomed: A Lost Sheep; Antidote to Sales Doldrums

Marketing Atomic Power?

EDITOR, SALES MANAGEMENT:

I have been a subscriber to your magazine for several months and was very pleased to note your reference to atomic energy in the editorial column of the Dec. 15, 1955 issue (" 'Happy New Year!'—[Signed] Pete," p. 7).

As one of those who have been working diligently toward the application of nuclear power in the last few years, I endorse wholeheartedly your statement regarding the "profound impact on our economy." (Ed. Note: The complete sentence in the editorial reads, "Atomic Energy, born in the midst of conflict out of the instinct for self-preservation, may well, in its industry applications, turn out to have a more profound impact on our economy than any earlier event in our industrial history.")

It is most logical to dub the atomic industry "an industry of necessity" when a close look is taken at the energy resources of the world. The potential of uranium not only dwarfs the fossil fuels which we are using today, but stands out as the most promising in the not too distant years.

The time is not too far distant when I am sure your magazine will carry articles on the marketing of atomic power.

W. Dee Shepherd

Sales Manager
Commercial Atomic Power
Westinghouse Electric Corp.
Pittsburgh, Pa.

How to Save Eight Man-Hours

EDITOR, SALES MANAGEMENT:

Congratulations on a most helpful article in "How to Get 36 Hours of Work into a 24-Hour Day" (Dec. 15, 1955, p. 30). Certainly, executives in many types of firms can profit from the suggestions it carries.

However, the author has completely overlooked the increased use of photocopying machines in thousands of offices from coast to coast. These machines have measurably helped relieve the burdens imposed by a clerical shortage by providing inexpensive, almost instantaneous photocopies of documents of all types.

The use of photocopying equipment is well established in bookkeeping, accounting and correspondence departments, and is growing increasingly important in the sales departments of many organizations, large and small. Orders, sales reports, confidential memos, confidential credit ratings and letters are among the documents many sales executives are photocopying for their salesmen. One firm even photocopies special bulletins for distribution to its sales staff, and other new uses turn up almost daily.

Essentially, the photocopy machine uses the photographic process to reproduce copies. A negative paper is exposed to the printed matter to be reproduced, and then transferred to a positive sheet, which is the finished copy. It is all done automatically, once the original sheet and negative are placed in the machine, and takes about 30 seconds altogether for a finished copy to be made.

One recent study showed that by photocopying 30 documents daily (in 15 minutes), the office saved eight man-hours of work.

Botho Lilienthal

President
Cormac Industries, Inc.
New York, N.Y.

Confession Is Good for the Lost Subscriber: Welcome Back

EDITOR, SALES MANAGEMENT:

If you will check your files, you will find that I was a subscriber for many, many years when I was in charge of Western Sales with headquarters in Chicago. As a matter of fact, my successor took over my subscription and I did not go to the trouble to take out another one, because, frankly, I thought I could get along without the magazine.

Subsequently, however, I realized how much I missed your fine publication, hence the reason for my becoming once more a member of your reader family.

I should like to take this opportunity to compliment you on the fine

(continued on page 17)

THE FOSSLER
Salesman's Pocket-File



UP TO 300 PROSPECT & CUSTOMER RECORDS ALWAYS WITH YOU!

With a Fossler Pocket-File you don't have to rely on memory . . . you always have at your fingertips everything you need to organize and make your calls . . . in ONE handy pocket-size binder. There are no buried names . . . you never overlook a prospect or customer. Helps you brief yourself BEFORE making a call . . . make notes AFTER calls . . . and *follow up* at the right time. So simple to set up and organize to fit your own selling methods.

Standard Fossler Forms

No matter what you sell . . . whether you sell to manufacturers, distributors, jobbers or dealers . . . one of the standard Fossler Forms can help simplify your record keeping and save you time.





The Fossler Pocket-File is Always With YOU!

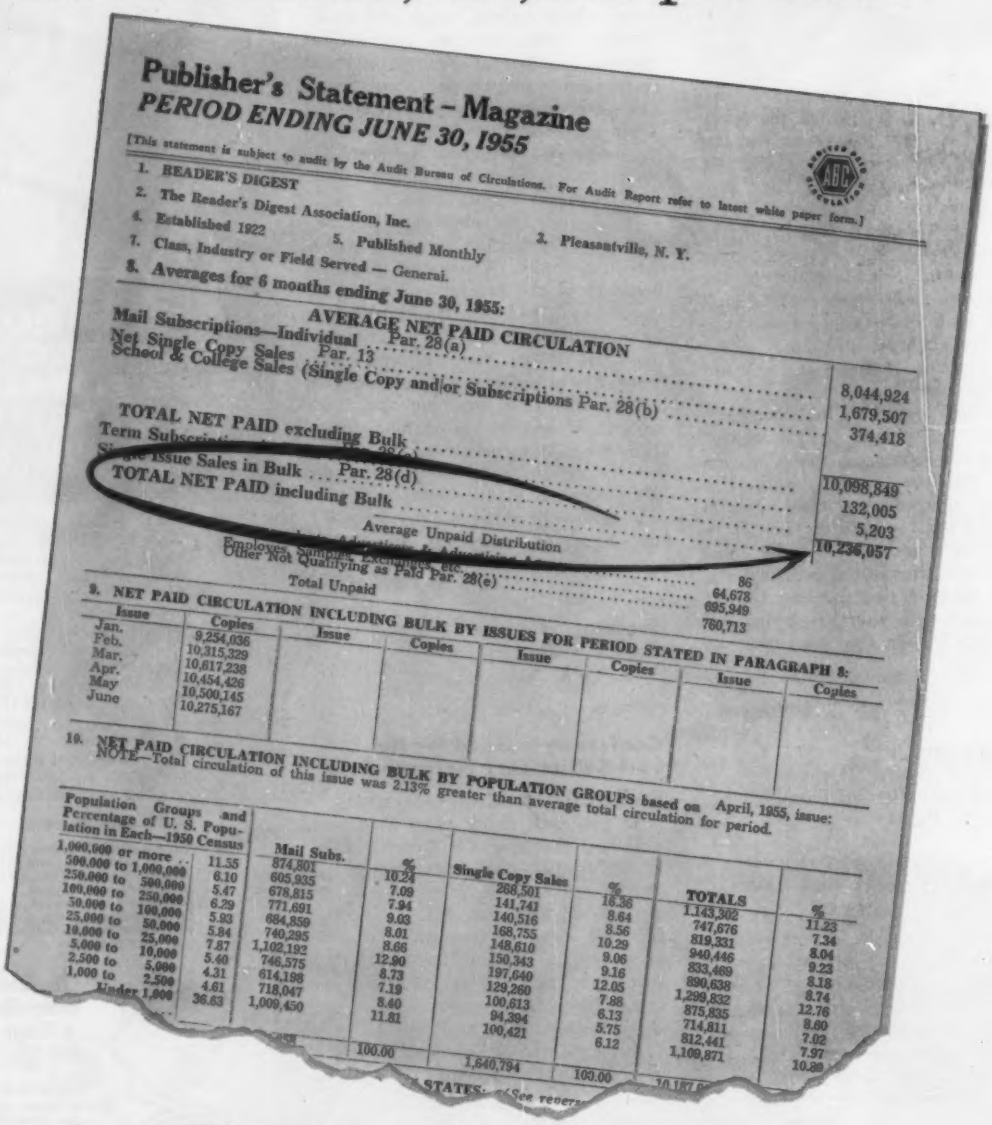
Write for FREE Samples

of our various stock forms . . . the same forms that are being used by hundreds of firms, large and small, to help their salesmen keep track of their prospects and customers.

G. O. FOSSLER AND ASSOCIATES
186 EAST ERIE ST., CHICAGO 11, ILL.

FOR THE FIRST TIME

the ABC has audited a publication with a circulation of more than 10,000,000 per issue



Publisher's Statement – Magazine
PERIOD ENDING JUNE 30, 1955

[This statement is subject to audit by the Audit Bureau of Circulations. For Audit Report refer to latest white paper form.]

1. READER'S DIGEST
2. The Reader's Digest Association, Inc.
3. Pleasantville, N. Y.
4. Established 1922
5. Published Monthly
7. Class, Industry or Field Served — General.
8. Averages for 6 months ending June 30, 1955:

AVERAGE NET PAID CIRCULATION

Mail Subscriptions—Individual Par. 28(a)	8,044,924
Net Single Copy Sales Par. 13	1,679,507
School & College Sales (Single Copy and/or Subscriptions Par. 28(b)	374,418
TOTAL NET PAID excluding Bulk	10,098,849
Term Subscri…	132,005
Single Issue Sales in Bulk Par. 28(d)	5,203
TOTAL NET PAID including Bulk	10,236,057
Average Unpaid Distribution	
Employee, Sample, Exchanges, Adv. & Adv. Agency Copies Other Not Qualifying as Paid Par. 28(e)	86
Total Unpaid	64,678
	695,949
	760,713

9. NET PAID CIRCULATION INCLUDING BULK BY ISSUES FOR PERIOD STATED IN PARAGRAPH 8:

Issue	Copies	Issue	Copies	Issue	Copies	Issue	Copies
Jan.	9,254,036						
Feb.	10,315,329						
Mar.	10,617,238						
Apr.	10,454,426						
May	10,500,145						
June	10,275,167						

10. NET PAID CIRCULATION INCLUDING BULK BY POPULATION GROUPS based on April, 1955, issue:
NOTE—Total circulation of this issue was 2.13% greater than average total circulation for period.

Population Groups and Percentage of U. S. Population in Each—1950 Census		Mail Subs.	%	Single Copy Sales	%	TOTALS	%
1,000,000 or more	11.55	874,801	10.24	268,501	16.36	1,143,302	11.23
500,000 to 1,000,000	6.10	605,935	7.09	141,741	8.64	747,676	7.34
250,000 to 500,000	5.47	678,815	7.94	140,516	8.56	819,331	8.04
100,000 to 250,000	6.29	771,691	9.03	168,755	10.29	940,446	9.23
50,000 to 100,000	5.93	684,959	8.01	148,610	9.06	833,469	8.18
25,000 to 50,000	5.84	740,295	8.66	150,343	9.16	890,638	8.74
10,000 to 25,000	7.87	1,102,192	12.90	197,640	12.05	1,299,832	12.76
5,000 to 10,000	5.40	746,575	8.73	129,260	7.88	875,835	8.60
2,500 to 5,000	4.31	614,198	7.19	100,613	6.13	714,811	7.02
1,000 to 2,500	4.61	718,047	8.40	94,394	5.75	812,441	7.97
Under 1,000	36.63	1,009,450	11.81	100,421	6.12	1,109,871	10.89
			100.00	1,640,794	100.00	10,187,6…	

STATES: (See rever…

Reader's Digest

Largest magazine circulation in the World

10 million copies bought in the U.S. alone • 18 million throughout the free world

job of reporting and editing, and extend best wishes for future success.

Norman P. Norlie

Sales Manager
Wilbur B. Driver Co.
Newark, N.J.

"sound advice for industrial salesmen"

EDITOR, SALES MANAGEMENT:

Congratulations to Garlan Morse and to SALES MANAGEMENT for publishing his excellent article entitled, "If You Want to Sell the P.A.," in the Dec. 15, 1955 issue (p. 32). We believe this article has a lot of good sound advice for industrial salesmen and we would like to place this article in the hands of each of our salesmen.

May we have your permission to make reprints of the article with suitable credit line to SALES MANAGEMENT for distribution to our sales staff?

S. W. Menefee, Jr.

Manager, Package Merchandising
Glass and Closure Division
Armstrong Cork Co.
Lancaster, Pa.

► By all means.

Lick Those Sales Doldrums

EDITOR, SALES MANAGEMENT:

We seek your permission to reproduce an item from the Nov. 20, 1955 issue of SALES MANAGEMENT entitled, "How to Stop Ad Rate Increases" (p. 70). This is one of the best arguments we have seen on the subject and comes at a time when our member publications are in the sales doldrums. Naturally, if you allow us to reprint this article we will give full credit to the source.

May we take this opportunity to congratulate you and your staff on the extremely high standards which you have maintained again throughout 1955.

David S. Catton

President and Manager
The Magazine Advertising Bureau of Canada
Toronto, Can.

(continued on page 19)



...with circulation LEADERSHIP

47,115
total daily circulation lead over 2nd paper

City Zone Lead — 10,546
City & RTZ Lead — 16,958

...with advertising LEADERSHIP

8,564,311
lines
total advertising lead over 2nd paper
Year: 1955

Retail Advertising — 3,312,727
General Advertising — 1,242,320
Classified Advertising — 4,009,264

Sources: ABC Publishers' Statements for 6 mos. ending September 30, 1955; Media Records total advertising, less AW, TW, and Comics, 1955

Largest Circulation in the Pacific Northwest { 230,238 Daily / 297,135 Sunday

THE Oregonian
Portland, Oregon

REPRESENTED NATIONALLY BY MCLONEY, REGAN & SCHMITT, INC.



next time you OK an advertisement

GIVE IT THE SHOE TEST

You are about to OK an advertisement. It shows a picture of your product and illustrates its main features. The copy is as clear as the pictures. The ad looks good.

But hold everything . . .

Have you given it the "shoe" test? Have you asked yourself, "What is there about this proposition that would interest me if I were in my prospect's shoes?

"What main element of self interest would arrest my attention, arouse my curiosity, induce me to read on?

"Does the ad tell me enough? Does it answer the questions that would come to my mind if I were to consider this product?

"Does it tell too much? More than I could reasonably be expected to wade through when I'm reading a magazine or a newspaper? If so, should some of this information be expanded and made available in a booklet and offered for my convenience?"

Now put your own shoes back on again. Is this the best way to tell your product story? To arouse interest? To get an invitation for your salesmen to call?

Maybe it is. Maybe this ad is aimed right at the very prospect you want, talks his language, and helps him see exactly what your product can do for him. If so, give your advertising manager a raise and congratulate the agency men who worked with him. For brother, you've got one ad out of a thousand. A whole campaign of ads like that one, and your sales curve is going to take a healthy turn to the northeast.

THE SCHUYLER HOPPER COMPANY
12 East 41st Street, New York 17, New York

Number 2 of a series we think needs to be written, even if we have to do it ourselves. Our business is to create advertisements, sales aids, handbooks and manuals that help our clients sell by helping their prospects buy.

LETTERS

Help for the Man in the Field

EDITOR, SALES MANAGEMENT:

Your report, "Which Industries to Grow Biggest, Fastest in 10 Years?" (Nov. 10, 1955, p. 195), is a very excellent one and, to the writer, a brief, boiled-down, to-the-point stimulant for salesmen, too.

Would it be possible to receive 20 copies for distribution to the salesmen in this district for, as you probably know, those in supervisory places are always looking for what's new in help for the man in the field.

Your consideration and approval of this request will be greatly appreciated for, in my opinion, it is the man in the field who will have much to do about proving the report.

Ralph R. Spence

District Sales Manager, Philadelphia
Abbott Laboratories
North Chicago, Ill.

► We corralled 16.

"must for businessman's library"

EDITOR, SALES MANAGEMENT:

We have studied with a great admiration your issue of Nov. 10, 1955, entitled "Marketing on the Move." This issue is a must for every businessman's library. We wish to express our heartiest congratulations to you for the splendid job you have done in putting it together.

As the company's economist I am particularly interested in the article by Robert J. McFall entitled, "We Are *Not* in a Boom!" (p. 33). I would particularly appreciate knowing the formula that Mr. McFall uses in establishing his normal expectancy trend on the chart on p. 34. This is a striking chart, and I am much interested in the way it was developed.

W. B. Rice

Chief Statistician
Plomb Tool Co.
Los Angeles, Cal.

► Since the normal expectancy trend on Mr. McFall's chart is strictly his own creation, we're forwarding a copy of your letter to him at his home address, Haworth, N.J.

(We welcome letters from readers. The editors assume no responsibility for opinions expressed. Editing is for space requirements.)



This Salesman
REALLY
Covers the
Fort Worth
Trading Area

The $3 billion market of 100 Texas counties and the Metropolitan Fort Worth area can be "your territory" when the Fort Worth Star-Telegram goes to work for you, in Texas' largest trading area — "Fort Worth and West Texas."

CIRCULATION

Daily (Morning and Evening combined)
248,823
Sunday
228,437

As filed with the Audit Bureau of circulations, subject to audit for 6 months' average ending September 30, 1955

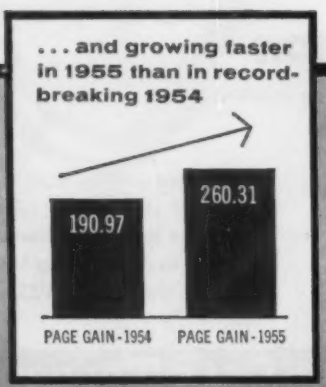
FORT WORTH STAR-TELEGRAM
AMON G. CARTER, JR., President and National Advertising Director

For the third straight year...

FIRST in advertising page gains among news and management weeklies

TOTAL ADVERTISING PAGES—1954 vs. 1955	1954	1955	PAGE GAIN
U.S.News & World Report	2,760.46	3,020.77	+260.31
Business Week	5,468.56	5,663.46	+194.90
Newsweek	2,819.47	2,954.25	+134.78
Time	3,268.22	3,302.14	+ 33.92

Source: Publishers Information Bureau



America's Class News

Now more than 775,000 net paid

... a market not duplicated by any other magazine

Second among all magazines in advertising page gains →

Now only five other magazines carry more advertising pages

TOP FIFTEEN MAGAZINES IN ADVERTISING PAGE GAINS

	PAGE GAINS 1955 vs. 1954
NEW YORKER	+ 343.03
U.S.NEWS & WORLD REPORT	+ 260.31
CHARM	+ 222.33
LIFE	+ 201.28
BUSINESS WEEK	+ 194.90
FARM JOURNAL	+ 155.97
ESQUIRE	+ 155.88
NEWSWEEK	+ 134.78
MADEMOISELLE	+ 133.53
LADIES' HOME JOURNAL	+ 132.24
SEVENTEEN	+ 125.11
McCALL'S	+ 98.26
FORBES	+ 96.48
LIVING	+ 95.18
LOOK	+ 94.97

Source: Publishers Information Bureau

TOP FIFTEEN MAGAZINES IN ADVERTISING PAGES

	1954		1955
BUSINESS WEEK	5,468.56	BUSINESS WEEK	5,663.46
LIFE	4,196.72	NEW YORKER	4,529.19
NEW YORKER	4,186.16	LIFE	4,398.00
SATURDAY EVENING POST	3,687.18	SATURDAY EVENING POST	3,686.81
TIME	3,268.22	TIME	3,302.14
NEWSWEEK	2,819.47	U.S.NEWS & WORLD REPORT	3,020.77
U.S.NEWS & WORLD REPORT	2,760.46	NEWSWEEK	2,954.25
VOGUE	1,697.21	VOGUE	1,708.58
POPULAR MECHANICS	1,689.69	POPULAR MECHANICS	1,655.08
FORTUNE	1,673.00	FORTUNE	1,637.50
SUNSET	1,590.07	LOOK	1,575.86
BETTER HOMES AND GARDENS	1,488.64	BETTER HOMES AND GARDENS	1,574.02
LOOK	1,480.89	SUNSET	1,524.41
HOUSE BEAUTIFUL	1,448.14	HOUSE BEAUTIFUL	1,430.73
GOOD HOUSEKEEPING	1,382.15	GOOD HOUSEKEEPING	1,425.96

Source: Publishers Information Bureau

Magazine

circulation
in the field

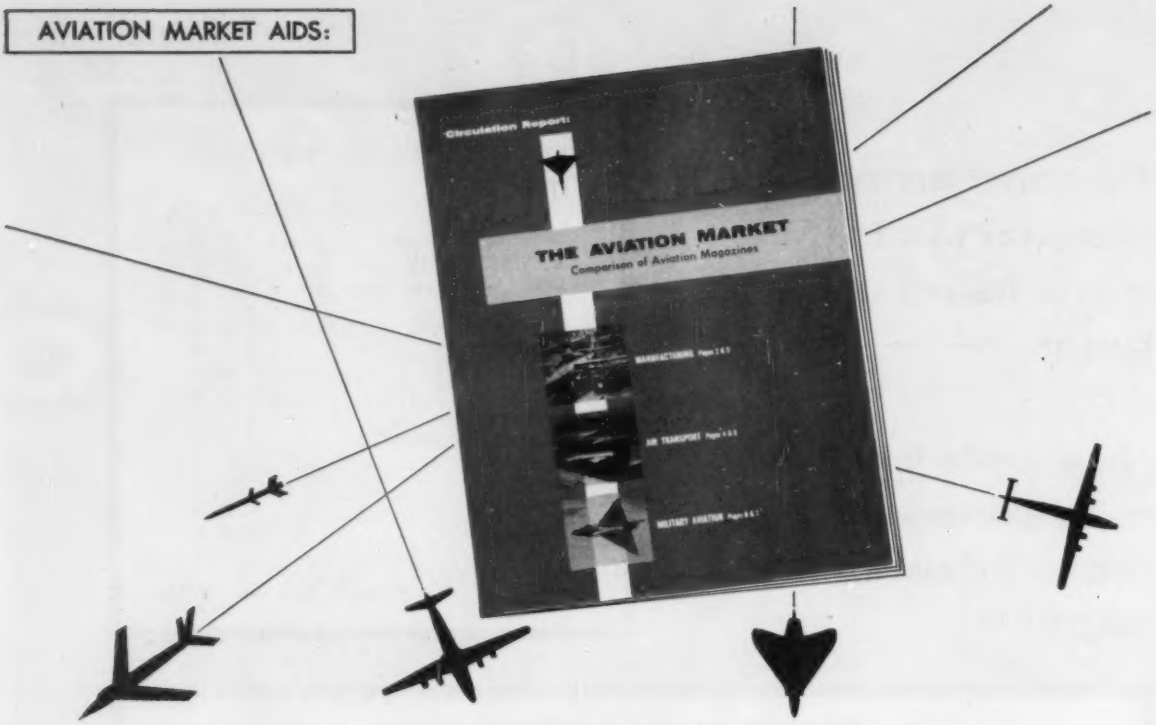


An essential magazine

Essential to more and more readers

Essential to more and more advertisers

AVIATION MARKET AIDS:



Write for this free booklet

...IT EVALUATES MARKET COVERAGE OF AVIATION BUSINESS MAGAZINES

Your own experience in selling the aviation market shows that some job functions are more important in specifying and purchasing than others. This eight-page booklet helps you evaluate aviation business magazine coverage of the manufacturing, air transport and military aviation markets . . . by *job function* as well as total circulation.

Easy-to-interpret graphs, based on audited circulation statements, spotlight each publication's circulation among the important management, engineering and design, production, maintenance, operations and purchasing functions.

* * *

If you are spending or planning to spend *any* amount of money for aviation space advertising, you should be familiar with these facts. Send for your free copy now.



Also available:

Technically Speaking. A 16-page folder analyzing the difference between business and technical management; the different information needs of both groups. **(Free)**

Starch-Rated Aviation Advertisements. A 72-page report on advertisements in AVIATION AGE. Some 400 high-scoring advertisements are reproduced and classified into 17 product or service groups for comparison of layout and copy approach. Starch ratings and number of inquiries appear with each ad. Supplied at cost . . . $2.00 per copy. One copy is available free to each AVIATION AGE advertiser.

Market Intelligence. Issued twice monthly, this newsletter on aviation marketing developments is available free to sales and marketing executives in aviation.



MAIL THIS COUPON NOW

AVIATION AGE, *a Conover-Mast publication*
205 East 42nd Street, N. Y. 17, N. Y.

- ☐ Please send free copy of CIRCULATION REPORT: THE AVIATION MARKET
- ☐ Please send free copy of TECHNICALLY SPEAKING
- ☐ Please send STARCH-RATED AVIATION ADVERTISEMENTS. I enclose $2.00
- ☐ Please add my name to Market Intelligence mailing list

Name_____ Title_____

Company_____

Address_____

City_____ Zone____ State_____

SIGNIFICANT TRENDS

Marketing News as Viewed by the Editors

THERE'S A BIG JOB AHEAD for sales and salesmen, predicts Leo Cherne, executive director of the Research Institute of America. In the years ahead "mounting pressure to distribute all we can produce will bring drastic changes in business . . . and in Government operation."

Industry's heavy investment in automatic machinery will not permit the normal ebb and flow of manufacturing in relation to sales, Cherne points out. Rather, sales will be charged with keeping demand consistent with a planned production. Such planning will become the indispensable essential of an entire society under the pressure of **enterprise which cannot stop.**

In the next decade, the Government will face the first clear test of its ability to reverse the business cycle in an economy as vast as ours today. Cherne questions the adequacy and timing of Government action in a system which depends on 500 Congressmen—**and their comprehension.**

Tomorrow, Cherne observes, "most products will be good. And most of us will have access to the same information on why people buy. Increasingly, the salesmen rather than the product itself will determine what people buy.

"The successful salesman will be the one who supplies the best service . . . serves as consultant on the use of his product to make the customer a profit."

A conclusion to be drawn from Leo Cherne's remarks is that we will have to develop superior salesmen and give them greater incentives in the form of recognition, appreciation, business and community standing.

CLEAN SUPER MARKETS enjoy the greatest consumer loyalty, according to a poll of 175,000 homemakers. This sanitary bit of news is from the January McCall's Super Market Buyers' Pocket Letter in which Oscar Plotnick of Steinberg's super market chain lists the factors affecting customer loyalty. After cleanliness come freshness, quality, value, variety, in that order. The days of the open cracker barrel seem gone forever!

BAMBERGER'S department stores have broken a precedent by contracting with WATV, and its radio sister WAAT, to spend $20,000 weekly on television and radio advertising. This is the first time that a major retailer has used radio and TV to support the manufacturers of nationally advertised products by promoting them at the local level.

Bamberger's is taking advantage of manufacturers' cooperative advertising allowances and is seeking to enlist the cooperation of others with whom it does not yet have such a contract. There are five Bamberger stores—with a sixth under construction—in New Jersey.

Department stores—traditionally heavy newspaper advertisers—have generally limited their radio and TV advertising to occasional short or test campaigns. Bamberger's, which is continuing with full newspaper schedules, is sponsoring eight hours of programming, plus saturation spots, each week over the Newark stations.

NBC Owned Stations will make a bid to department stores February 16 when it offers a new program, "Window," which is being specially tailored for their use.

THE POWER OF DESIGN as an aid to sales has been demonstrated dramatically in almost every product field. However, we are considerably impressed with a recent and "timely" example: Designer Russel Wright fashioned a clock for G-E ticketed at $8.98. It outsold the G-E promotional model priced at $3.95.

Significant Trends (continued)

G-E IS COUNTERATTACKING! On February 27, General Electric will do a "blitz" promotion on its new Deluxe **White** Bulb by featuring it on "Medic" and advertising it in five top magazines, including "The Saturday Evening Post."

The light bulb, which "reduces glare and flatters rooms" is apparently competitive to Sylvania's Pearl-Pink **Softlight** Bulb which "gives effect of indirect lighting and enhances your beauty."

Sylvania, with Softlight, lifted its share of market 1½% last year. (See "Sylvania Lifts Lamp Standing," Jan. 1, 1956, p. 34.) G-E, which has 51% of incandescent market, apparently was shocked into action.

ONLY ONE IN 12 PERSONS has been personally asked—by a salesman or by direct mail—to buy a room air conditioner! This surprising example of uninspired selling, by what is considered to be one of the nation's prime growth industries, was brought to light in a new market survey by E. I. duPont de Nemours & Co. (Inc.) Interviewed were 13,441 persons in metropolitan and urban areas. Exposure to space advertising was not considered.

Clearly indicated by the study was the need for more aggressive selling at the dealer level. Also, the findings reveal that the residential market is virtually untapped, with just 4.3% of householders now owning room air conditioners.

Manufacturers have sold at least four million units in the past few years, but they feel that this figure could have been greater. Dealer incentives of wide variety, including liberal cooperative advertising allowances, have been introduced. But, while dealers have run adequate amounts of space advertising, they have been laggard in following up inquiries. Too few are willing to step out of the store to make a sale.

What would a similar study reveal about the personal selling attention given to **your** product?

QUALITY-CONSCIOUS CONSUMERS are forcing many retailers to drop low-price lines. Seems that everyone wants a little better quality than he enjoyed last year and the year before. This goes for "shes," too. Minks are selling well, while "cheap" furs are being overlooked.

THIRD-CLASS "AIRMAIL" is now available for sending advertising matter in bulk from New York to points throughout the U.S. The cost is about one quarter that of first-class airmail, thus offering an inexpensive means of achieving fast distribution in mail campaigns.

Permission to fly third-class matter has just been granted by the Post Office to Airways Parcel Post Service, Inc.—the first time the P.O. has ever sanctioned such "passage."

APPS picks up the bulk mail, bearing third-class permits, speeds it to any town or towns you designate. There, it mails your bulk matter, saving days over surface third-class. Cost for this private air service, exclusive of postage, runs between one and two cents an ounce, depending on distance and weight. Airways is located at 472 Tenth Avenue, New York 18, N.Y.

SPLAAT! "The trouble with a ketchup bottle, is none will come and then a lot'll." That's the wit and observation of Richard Armour, who makes a living penning poems. Most people would agree with him, including officials of H. J. Heinz Co., who make part of their living putting ketchup into troublesome bottles.

> **It would seem that here was an area for a major packaging change. Through the years, Heinz has received thousands of letters from disgruntled ketchup-loving bottle-spankers suggesting a wide-mouth ketchup bottle or jar.**

The nation's No. 1 ketchup producer set out to oblige. Two well-designed jars—one globe-shaped and the other mustard-jar style — were produced with wide mouths for easy spooning. They were introduced in two test markets, Pittsburgh and Detroit. Has this change made obsolete the lines of Richard Armour? It has not!

In three months of testing, the old "unreliable" ketchup bottle outsold the new containers anywhere from 17 to 1 to 33 to 1, with the ratio getting bigger as the innovation wore off. For its trouble, Heinz received one complimentary letter from a consumer.

The wide-mouth ketchup jar has now been withdrawn and Heinz has concluded that sometimes consumers don't really want what they yell for.



"The retailer can now order all of our products from a single salesman. Only one account to keep, one bill to pay."—James Hill, Jr., chairman of the board.



"We don't have a separate 'missionary' sales force for new products. Each man's mission is to sell the entire line."—Dr. J. Mark Hiebert, president, Sterling Drug.

Why Sterling Has Unified Sales of National Brands

Better dealer service, smoother operation, more sales are sought by $175-million-a-year company in merging three divisions into one for 28 advertised products. Expanded advertising and promotion will back selling.

BY LAWRENCE M. HUGHES

Sterling Drug, Inc., New York, has set out to step up sales of a long line of advertised proprietary medicines, toiletries and household products by 10% in the U.S. in 1956—despite a 30% cut in the sales manpower applied to them.

Reduction from 175 to 125 in the total "force" for these products with drug wholesalers and retailers has been made through merger of three domestic divisions—Bayer, Centaur-Caldwell and Chas. H. Phillips — into a new National Brands Division.

From a year's test of the plan in nine Far West states, James Hill, Jr., chairman of the board, and J. Mark Hiebert, president, believe that the unified setup—under which the salesman promotes 28 products, but makes twice as many calls as before on each customer—will strengthen dealer service, produce larger orders per call, and make for "smoother operations" all around.

Meanwhile Sterling is increasing efforts—and manpower—in a separate department of National Brands which concentrates on chains, department stores, super markets and other large direct buyers.

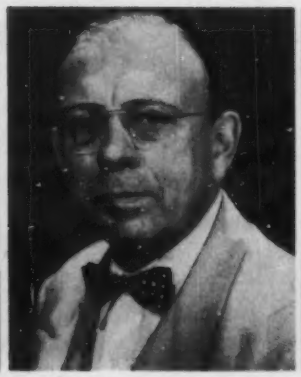
To support both groups the company is expanding advertising substantially. Sterling ranks among the top 20 national advertisers, with combined annual expenditure in this country of more than $10 million. Although its full scope embraces thousands of items—from "ethical" drugs, chemicals and industrial lines to household cleaning materials sold through grocery stores—more than 75% of Sterling's advertising dollars promote the "national brands." The company has no over-all advertising director. The advertising agencies work closely with sales executives. Most of the total expenditure is through Dancer-Fitzgerald-Sample, Inc. Other agencies are Thompson-Koch, Carl S. Brown Co., and Compton Advertising, Inc.

With the launching of the National Brands Division, effective Jan-

This Is the Team . . .



O. W. Ergenzinger, vice-president, Sterling Drug, Inc., and senior v-p, National Brands Division.



Stanley I. Clark, vice-president, Sterling Drug, Inc., and senior v-p, National Brands Division.



A. J. Burns, vice-president, Sterling Drug, Inc., and v-p in charge of sales, National Brands Division.



J. N. Cooke, vice-president, Sterling Drug, Inc., and v-p, marketing and sales promotion, National Brands Div.

uary 1, Jim Hill also announced:

1. A larger cooperative advertising allowance to direct retail accounts. While still 3% of purchases, it is now based on the full national rate of the newspaper carrying this advertising—instead of the previous 80% of it.

2. Minimum order from direct accounts becomes $125. Combined minimum of the three previous divisions was $170.

3. Billing is concentrated at four points: New York City, Evanston, Ill., Atlanta and Menlo Park, Cal. Shipments of all 28 products will be made from eight depots: Glenbrook, Conn., and Rahway, N. J., for New York billing area; Evanston for the Middle West; Atlanta and Dallas, for Atlanta billing area; and Los Angeles, Menlo Park and Seattle for the Far West.

4. The "28" products — and this total changes as new members join the "line"—involve 75 package sizes. For clarity and faster handling, labels have been "standardized" on quantities, to show number of tablets, weight or liquid measure. (But labels still show the different products "manufactured by" Bayer, or Centaur-Caldwell, or Phillips.)

The retailer, Jim Hill says, "can now give a single order to a single salesman for any one or all of these products. He has only one account to keep and only one bill to pay. He has more flexibility in ordering, and he gets faster service."

Among advantages to the wholesaler is "a much larger turnover order."

Bayer Leads

Products now in the National Brands Division are: Bayer aspirin (first among all Sterling products in dollar volume); Campho-Phenique (liquid, solid and powder); Dr. Caldwell's laxative; Dr. Lyon's toothpowder; Double Danderine; Energine cleaning and lighter fluids and shoe creams; Fizrin instant seltzer; Fletcher's Castoria; Haley's M-O (plain and flavored); Ironized Yeast; Jayne's P-W and R-W Vermifuges; Midol; Mollé shave preparations; Mulsified Cocoanut Oil shampoo; Phillips milk of magnesia (second only to Bayer aspirin in dollar volume) and Milk of Magnesia tablets, cleansing and skin creams and toothpaste, Tod'l, Z.B.T. baby powder.

Fizrin is a new product, distribution of which will be extended nationally this year. Other newcomers are being market-tested. . . . Not included in National Brands Division are certain old-timers, such as California Syrup of Figs, which now does better abroad than here. . . . A separate organization sells to the grocery trade the line of the John Puhl Products Co. subsidiary, Chicago. This — including Fleecy White bleach, Little Bo-Peep ammonia and Little Boy Blue bluing — is distributed within reasonable shipping range of factories at Chicago, Houston, and Salem (near Roanoke), Va. Another Puhl plant is now building at Alliance, O.

National Brands Division was mapped by Harvey M. Manss, vice-president and director of Sterling, and long in charge of the Bayer Division. He will retire from active service this year. Otto W. Ergenzinger and Stanley I. Clark—who have been v-p's respectively in charge of Phillips and Centaur-Caldwell — are now senior vice-presidents of the company.

Actively responsible for the new division's sales and promotion are A. J. Burns and J. N. Cooke. Burns directed the Far West "unification" and is now v-p for sales. Chairman of Sterling's Marketing Committee, Cooke also becomes v-p for marketing and sales promotion. Both are sales managers: Burns directs the force of 125 men who call on drug wholesalers and retailers. Cooke develops large direct retail buyers. Since its start in 1952, his department has

. . . These Are the Products

. . . now under National Brands Division of Sterling Drug: Bayer Aspirin . . . Campho-Phenique . . . Dr. Caldwell's Laxative . . . Dr. Lyons' Toothpowder . . . Double Danderine . . . Energine Cleaning and Lighter Fluid . . . Fizrin Instant Seltzer . . . Fletcher's Castoria . . . Haley's M-O . . . Ironized Yeast . . . Jayne's P-W and R-W Vermifuges . . . Midol . . . Mollé Shave Preparations . . . Mulsified Cocoanut Oil Shampoo . . . Phillips Milk of Magnesia . . . Milk of Magnesia Tablets, Cleansing and Skin Cream and Toothpaste . . . Tod'l, Z.B.T. Baby Powder.

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tripled in manpower.

Under Burns are five new divisional v-p's: R. E. Doolittle and J. E. Wickes (both from Centaur-Caldwell) have administrative jobs. Although their exact responsibilities have not yet been defined, H. D. Nitchie, R. L. Steenrod and R. E. Gray will be sales managers of separate groups among the "28" products.

Five regional managers work with Burns on the entire line. (But President Hiebert says that sales now are "more intimately directed from New York.") Cooke operates through "account managers" who sell the entire list to major retail customers.

The "Sales" and "Marketing" units in National Brands are two of nine divisions, totaling 800 men, who sell Sterling's wares in this country. (Hundreds more sell in other countries.) About 400 of the U.S. manpower work for Winthrop Laboratories, Inc., New York City and Rensselaer, N. Y., the leading pharmaceutical subsidiary. Other separate "forces" serve American Ferment Co., New York (medical and dental preparations derived from a digestive enzyme extracted from papaya juice); George A. Breon & Co., New York, medical preparations; Cooke-Waite Laboratories, Wheeling, W. Va., anaesthetic products for dentists; Hilton-Davis Chemical Co., Cincinnati, colors for printing inks and textiles, pigments for paints, etc.; Sterwin Chemicals, Inc., New York, colors and "enrichers" for foods and other products for the food, feed and pharmaceutical industries, and John Puhl Products. . . .

Sterling's widening scope has multiplied problems of sound sales control and thorough market development.

Nucleus of all this was a pain-reliever called Neuralgine.

At Sistersville, W. Va., 55 years ago, W. E. Weiss, a pharmacist, a boyhood friend, A. H. Diebold, and three others incorporated the Neuralgyline Co., with a capital of $50,000, and started business in two rooms of an ancient building in Wheeling.

Called by Buggy

Among all their other duties, Weiss and Diebold rented a horse and buggy and took turns calling on druggists. En route they tacked signs on trees and fenceposts proclaiming the virtues of Neuralgine. Advertising helped to persuade dealers to stock it.

Sales in 1901 totaled $10,000. For 1902 Neuralgyline Co. budgeted exactly that amount for advertising. First media of the future Sterling Drug, Inc., were two Pittsburgh newspapers. To capitalize on the advertising five salesmen were hired.

In 1902 sales reached $60,000, and the young firm showed a profit. A dividend of $2,895 — or 6% on the 480 shares outstanding — was declared. Every year since Sterling has paid a dividend. Every year, too, profits have been reinvested in the business.

Chairman Hill's report for 1954 noted an earned surplus of nearly $46 million. Sales reached $164.2 million and after-tax profits $13.1 million, or about 8%. Working capital (on a three-to-one current ratio of assets to liabilities) was about $42 million, and net worth $86 million. Among the items which added up to total assets of $130.4 million was $11.7 million for "trademarks and good will."

This item is the unwritten-off balance of some $38 million which, since its start in 1933, the present company has paid for such intangible assets of acquired companies.

Neuralgine (long since gone) might have made a livelihood and profits for a few people. But Weiss and Diebold figured that the way to multiplication was through additions. The corporate name Sterling was taken, in 1917, from Sterling Remedy Co., which they had bought. Sometimes, in buying, Sterling plunged

(continued on page 90)

After 30 Years, He's Chasing His Own Leader



Back in 1926 Frank V. Bridge joined a Buick dealership in Rapid City, South Dakota, as a salesman. From that day until one recently, he had built a nice career selling Buicks. And he was pretty far up on Buick's sales heap: assistant general sales manager. Now Bridge has been appointed general sales manager of Pontiac Motor Division. He's still, of course, in the General Motors family. But now he's deep in a case of sibling rivalry. For Buick—and Frank Bridge can be given credit for a lion's share of the record—is Number Three in the national auto sweepstakes. And Bridge will have to turn his back on his old love and try to help Pontiac best its big brother. He feels rather like a parent who must pit his two kids against each other. . . . Frank Bridge has lived in many parts of the country since he left his native South Dakota. It has given him a shrewd insight into people's tastes in automobiles. Now he'll try to outguess Buick on what makes the Joe Smiths of Mobile and Walla Walla buy: And he'll see to it that Pontiac has the answers to why they buy a car. (Last year was Pontiac's record year: 554,000 cars—58% over 1954.)

A Sample Started It All

Guys who get to the top of the sales force sometimes begin in a way that would send up Horatio Alger's theories in a cloud of smoke. Take John R. O'Connor, for instance. He's just been named national sales manager for Philip Morris, Inc., which gives him full direction of the firm's field sales force, sales promotion and sales administration. And how did he get his foot on the first rung of the ladder? Years ago a Philip Morris salesman handed him a sample package containing two cigarettes. He decided, on the strength of two gift smokes, that Philip Morris had sales imagination, wrote letters until he landed a salesman's job with them. (He was making more money then than the company could pay him! They thought he was an odd-ball for wanting to take a salary loss.) Since then (1936) he's risen steadily up the sales ranks. In '52, for instance, he was made sectional sales manager of Southern California and Arizona and the next year became regional manager for the Pacific Coast, Alaska and Hawaii. His hobby, he facetiously says, is using up left-over theatre tickets.



GUY GILLETTE

THEY'RE IN THE NEWS

BY HARRY WOODWARD



GUY GILLETTE

Hewitt-Robins' Mr. Goodyear: At 36 He Nears the Top

Austin Goodyear, new executive v-p of Hewitt-Robins Inc. (1955 sales: $46 million plus) might have stepped from the pages of a Marquand novel: Product of a prominent Buffalo family (his dad was formerly v-p of Gaylord Container), he went to the "right" schools, lives in a handsome Colonial house which he and his wife have restored, has three handsome kids, sails like a pro. But that's the Austin Goodyear of surface values. The Austin Goodyear who is rising to the top of his company is a capable, reserved dynamo who asks no favors, studies his company and its competition. He joined H-R in '41, started in the Production Department of its Passaic, N. J., plant. After Air Force service during the war, he returned to his old job in '46. During the 10 years since, he has seen—and contributed to—his company's entry into consumer goods manufacture: foam rubber, floor tile, etc. Prior to this H-R was entirely engaged in manufacturing industrial products. Hewitt-Robins has a long list of "firsts": first shakeout for railroad cars, first conveyor for handling ores, coal, bulk materials, a host of other firsts. Goodyear is a believer in diversification, sees an expanding field for his company in these days of special needs of industry and consumers. . . . An inveterate sailor, he takes his family for a month's cruise, each summer, on their ketch. Winters he skis, cuts wood for his fireplaces, likes to do repairs on the house.

Jan. 16, 1956 BY WILLIAM E. GILES
Staff Reporter of THE WALL STREET JOURNAL

NEW YORK—Flush with the afterglow of a boom year, the nation's storekeepers nonetheless are warily watching for possible danger signals in the growing trend toward higher price tags.

Although retail price increases still are in the "creeping" stage, merchants say mounting pressures of production and selling costs will result in greater increases on many items in the months ahead.

Marketing "Distribution

Editor's Note: In this Presidential election year you ought to be prepared to answer many questions about "high" consumer prices. So far there is little public appreciation of "value added by distribution," and certainly not the acceptance of "value added by manufacture."
In this article, Dr. Donald R. G. Cowan, professor of marketing, University of Michigan, Ann Arbor, Mich., suggests 11 avenues of approach to the problem of distribution costs.

1. The product approach. Since how much can be sold for a given expenditure of time and effort is one important measure of efficiency, it is of prime importance to see that the right product is being offered for sale. People buy, primarily, on the *merits* of competing products, and the easiest and most profitable product to sell is the one which most nearly satisfies the requirements of its particular market. A food may be made of the finest ingredients, clothing may contain the best yarn and workmanship, a washing machine may have the most durable parts, a watch may contain ever so many expensive jewels, and an electric stove or car may have many extra gadgets—nevertheless, they must meet the taste, pattern, style, price range, and other requirements of a selected segment of the market to be sold profitably.

2. The product line approach. The distribution of a product line rather than of a single product frequently reduces marketing costs when certain conditions are met. Briefly, products should be sold in the same market, and should be distributed through the same channels without involving very different methods and problems. Food stores, for example, handle wide lines of goods for the convenience of all consumers, but wholesalers tend to restrict their lines to products having common requirements in wholesaling. The meat line requires refrigeration, and the vegetable line needs fast transportation.

One frequent mistake is to assume that products made by the same plant department may be sold by the same salesman. For example, a company manufacturing and marketing a line of metal office furniture and lockers found that it could also make kitchen cabinets with the same materials and machines. Its salesmen could not sell kitchen cabinets through office furniture houses, however, and had to take time to call on other types of retail outlets, thereby causing office furniture sales to decline. In the end, a separate sales force had to be established.

3. The channels approach. Many alternative marketing channels are available, and the choice made will greatly affect distribution costs and efficiency. Many conditions govern the choice of channels, such as the marketing of a single product or a related product group, the volume of output, the size and breadth of the market, the practices of competitors, the relative advantages and disadvantages of using manufacturer agents, brokers, wholesale merchants, owned sales offices and warehouses, retail outlets of different types, a partially or completely integrated system, direct selling to industrial users compared with warehouse selling, direct selling from plant by salesmen or mail order catalogs. Moreover, as a firm's output grows, it is necessary to reconsider what channels may provide more efficient distribution and to revamp the structure of price discounts.

4. The engineering approach. Distribution involves many physical activities in the moving and storing of goods so they will be available in proper quantities where and when wanted by the ultimate buyers. This involves both transportation and space utilization between and within various establishments.

There are many opportunities for studying the use of various kinds of handling equipment, the arrangement of physical layout, and the systematizing of many activities through time and motion analysis, sometimes leading to a sufficient degree of standardization to make possible the use of automatic or semiautomatic machines in place of labor.

5. The operations research approach. The operations research approach, which is very new and closely allied to engineering, offers many possibilities.

It offers opportunities for the comparison of alternatives in minimizing effort in accomplishing a given end. For example, it may help in choosing the location of a warehouse, a jobbing center, a sales office, or a salesmen's headquarters which will minimize the physical operations of salesmen and deliveries of goods. It may be extended to the choice of store locations which will maximize consumer convenience in shopping.

Many selling organizations have kept records of salesmen's calls on customers. When they consider how territories may be revamped to increase the number of calls and call-time and to reduce time devoted to travel, waiting, and miscellaneous activities, they are, in effect, applying operations research to a phase of distribution costs, and usually with bene-

Critics Ask Again, Costs too High?"

BY DONALD R. G. COWAN

ficial effects through increasing salesmen's selling time and hence his productivity at little or no additional cost.

6. The accounting approach. The accounting approach is more familiar to sales executives, but it has not been exploited fully in distribution. Typically, it involves the classification of a firm's distribution expenses, volume, and earnings, by salesmen's territories, by general line and specialty salesmen, by departments and products, by activities performed, etc. The resulting comparisons of expenses, volume, and earnings have been helpful in indicating which classified segments of distribution have been more or less profitable.

Some firms, notably Swift and Co., have profit and loss statements for branch houses, many individual salesmen, product departments, and sales departments, and ask each responsible person to operate each unit as profitably as possible.

All of these applications of accounting are beneficial and it is regrettable that some sales executives try to get along without them or make insufficient use of them in budgeting and planning their selling operations. Very frequently, the accounting records are partly to blame because they combine profitable and unprofitable situations together, thereby failing to spotlight them for attention.

Many records of expenditures, volume, and earnings need to be extended so as to relate them to the actual physical operations of distribution. For instance, most sales executives need to know more than total expenditures in each sales territory. They want the cost per call and the total cost of the salesmen's calls, time spent on each customer and prospect, the cost of telephoning different customers including payments for telephone service and the employe's time in doing so, the cost per delivery and the total cost of making deliveries to each customer and the cost of correspondence, bookkeeping and special services for each customer.

Sometimes the special selling services cost more than regular selling. For example, the assigning of engineers and chemists to industrial customers for short or long periods of time is very costly and no less a selling expense because these men may be on a plant pay roll.

7. The economic approach. The economic approach takes up where accounting leaves off. It is concerned with changing marketing conditions, sales forecasting, sales potentials by markets, areas and customers, buying habits, competition, pricing, and the application of selling, advertising, and other kinds of effort under conditions of diminishing returns to the point of marginal balance between expenditure and income and further to the point of maximum total profit or minimum loss.

In all these fields, the tools of analysis most frequently used by the marketing economist in making measurements useful to management in improving distribution efficiency are statistical facts and methods. For example, the expansion of public and private debt has been a powerful influence in expanding the buying of most kinds of both capital goods and consumer durable goods. The economist may examine the effect of debt expansion on a company's sales and consider how far it is likely to go.

The economic analyst may aid in measuring area and company potentials and in allocating different kinds of selling and advertising effort to these potentials with a view to maximizing profit. He may analyze the income and expenditures of different consuming classes and aid in determining prices and price spreads on products of differing quality so as to maximize sales volume and profits. Further, he may give advice on the appropriateness of borrowing funds and long-range investment commitments for distribution facilities of all kinds under various conditions.

8. The personnel approach. The personnel approach to distribution efficiency is somewhat different from those already described. In the long run, the ability of its distributive employes is a powerful influence in determining the firm's growth and competitive standing. Many aspects of distribution, especially the customer selling function, cannot be reduced to the impersonal and uniform activities of a machine. Hence, the selection, training, and compensation of distributive personnel, and the fitting of the employe to the task are very important long-run factors influencing distribution costs, yet the opportunities for improvement are far from exhausted in a multitude of companies.

In training, for instance, much time is devoted to familiarizing salesmen with the characteristics and advantages of products compared with those of competitors. This is necessary, but so also is the generally neglected field of training the salesman to do a more effective job by organizing his activities and using the most productive selling methods.

Has the salesman been told how to increase his selling time and reduce his travel and waiting time; how much a call costs and how large an order must be to cover the direct expenses of obtaining and handling it; how to find out what the customer needs; when to let the prospect talk instead of himself; how to prolong the call so as to have time to sell the whole line; when to show a sample so it will increase the order and not reduce it as frequently happens; what appeals to use in given circumstances?

9. The organizational approach. The organizational approach is much wider than that of personnel. To bring about a hard-hitting organization, there must be clear perception and definition of the tasks to be per-

(continued on p. 93)

A Big New G-E Plant . . . **. . . in a Small Virginia Town**



A NEW PLANT ALTERS more than the scenery. Decentralization of G-E to Waynesboro, Va., and 104 other towns brings problems, opportunities, in community relations.



ALREADY, THINGS ARE PICKING UP FAST in Waynesboro, near G-E's new Specialty Control plant, and nearby towns. Dedication of the new plant attracted 7,100 people.

G-E Builds Community Relations On Product Sales Methods

Plant decentralization program to 105 cities in 28 states imposes on local managers the responsibility to "be a good employer—and to be known as such." Local advertising tells progress of G-E's efforts to deserve support.

BY LAWRENCE M. HUGHES

General Electric Co. has learned that the bigger and more widespread an outfit grows the more its strength must stem from *local* understanding and support — especially in the communities where its products are made.

Other concerns seem to be learning the same thing.

Bureau of Advertising, ANPA, reports that "industrial advertising in newspapers jumped 19% in the first three-quarters of 1955." This was due largely to "increased attention being given by manufacturers to plant-city advertising." To promote it, the bureau says, member newspapers are using a presentation "prepared with General Electric Co., and adapted from one used by G-E to encourage plant-city newspaper advertising" by its own manufacturing units.

Newspaper advertising, while important, is just one factor in a planned, thorough, step-by-step program—on what the community means to G-E and what G-E means to the community — suggested by Employe and Plant Community Relations Division, New York, to managers of 136 G-E plants in 105 cities in 28 states.

At the end of World War II, 86% of the company's employes were in six eastern states. Since then $1.4 billion investment in new and modernized facilities, coupled with a management decentralization plan ("G-E Seeks Conquest of Bigness through Fanned-out Management," SALES MANAGEMENT, Oct. 1, 1952), has spread plants westward and southward.

To avoid "company towns" G-E intended to employ not more than 25% of the labor force in each area. Since then the "maximum" has been cut to 15%. It is higher than that in older plant cities, such as Schenectady, and already is approaching it in the "new" Louisville area. But generally G-E hopes to observe it. In the spreading-out no plant has been abandoned. Employment in some "older" areas, however, has been reduced from peak levels of World War II.

Collectively, G-E looms large. Of 236,000 employes, about 205,000 are in manufacturing and 19,000 in service locations, and 11,500 work on atomic products for the Government under G-E's direction. Through more than 90 "autonomous" operating departments the manufacturing employes turn out 200,000 products.

But locally—with some exceptions —G-E does not dominate. Schenectady still has 33,000 employes and Lynn, Mass., 20,000. Yet 45 plants

G-E Comes to Waynesboro, Virginia

To General Electric Co., in its expanding plant-decentralization program, the importance of making friends locally and of demonstrating a desire to be a "good citizen," counts just as much in smaller communities as in larger ones.

Here is a summary of how the Specialty Control Department is making itself felt constructively in the new location of Waynesboro, Va. The new Specialty Control plant near Waynesboro (pop. 15,000) now employs more than 800 persons.

Specialty Control moved down from Schenectady. In November 1953 announcement was made in both cities, and in September 1954 a community relations specialist was hired. Ground for the plant was broken in March 1954 and the plant was completed in May 1955. While the plant was a-building, Specialty Control established working relations with the Waynesboro Chamber, and told local groups about "our product, status of project, types of employes, and philosophy . . . as a good neighbor."

The plant dedication, promoted in ads in the local newspaper, attracted 7,100 people. The department already had advertised Christmas greetings and tied in with the "Diamond Jubilee of Light" promotion in the fall of 1954. Specialty Control emphasizes that "these ads are prepared in Waynesboro, in Waynesboro style, for maximum readership and acceptability."

Since last spring the plant has sponsored a daily 15-minute radio program.

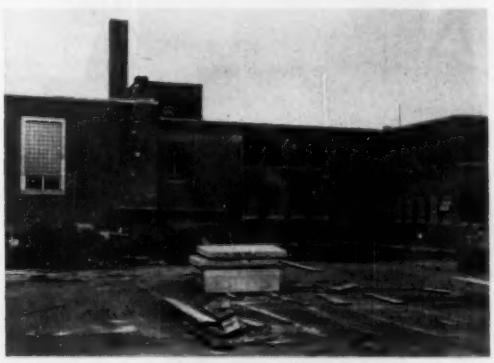
Among other "projects": Providing G-E "progress" exhibits for local banks and utility office; participation in Waynesboro Industrial Exhibition, and in community fund drive, blood donor program, civil defense and "civic affairs" — from the Salvation Army to the Little League; special "days" or "nights" at the plant for employes' families, Explorer Scouts, clergy, teachers, doctors, barbers.

Plant facilities were made available for meetings of local groups.

G-E's Waynesboro managers met with those of du Pont, Merck Chemical, American Safety Razor, Westinghouse and others to launch a "Better Business Climate" program. . . . "Educational relations" were cemented with such devices as distribution of 10,000 G-E leaflets throughout Augusta County and talks before 15 school assemblies. . . . The plant's Speakers' Bureau averages two talks monthly.



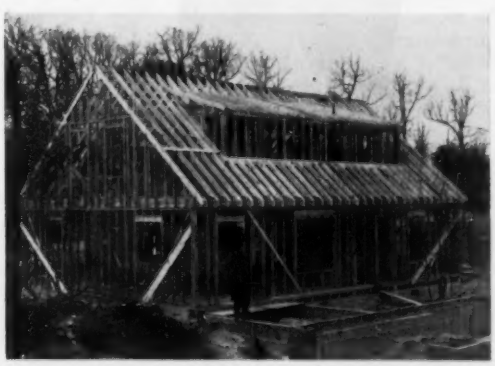
OTHER STRUCTURES FOLLOW—Church building and membership expand. Most members of this new Westminster Presbyterian Church work with G-E.



MORE SCHOOL FACILITIES—Increased enrollment leads to more school rooms. Here is a new wing of the Waynesboro High School.



MORE HEALTH FACILITIES—Financial support by many G-E employes has helped to build the new Community Hospital. G-E itself contributed.



MORE HOMES—A transferred G-E employe watches his new home in Waynesboro take shape. In 1955, 221 new homes were built in the community.



too late to catch the order

No matter how early a start your salesmen make on the day's work, they will be too late too often if your catalog isn't already at work in the right places . . . getting them more invitations to call on ready buyers. Research in industrial selling shows that:

cold calls produce 9.2 orders per 100 calls

calls by invitation, after prospects have studied a catalog, produce 38 orders per 100 calls

The checklist on the opposite page will help you decide if your salesmen are losing business far too often because your catalog *isn't* working for them as widely, or frequently, as you planned it should. Only when you can answer "Yes" to every question this checklist asks, can you be confident your catalog has an even or better chance of doing the job you want it to do: *getting more invitations for your salesmen to call on ready buyers.*

Sweet's Catalog Service
a division of F. W. Dodge Corporation
119 West 40th Street, New York 18, N. Y.

How effective is your catalog procedure?

Careful answers to these questions will tell you. A "no" to any one of them is good reason to review your entire catalog program.

1. Do you have a tested system for making sure your catalog reaches the important buying influences for your products...in the companies with volume buying power?

yes ☐ no ☐

(Sweet's market-specialized Catalog Files are distributed to the companies that have over 80% of the total buying power in the industries these Files serve. Individuals who receive them are continually checked for their buying influence.)

2. Does your present system provide for the immediate distribution of your catalog to every good, new company that comes into your market?

yes ☐ no ☐

(With daily access to Dodge reports on new plant construction, plus continuing market analysis and field research by its distribution staff, Sweet's spots potential new sources of business immediately; distributes appropriate Catalog Files to them as soon as their buying power is known and qualifies them.)

3. Do you know how many of the men who have received your catalog have kept it, and have filing systems which make it easy for them to find and use it?

yes ☐ no ☐

(Catalogs bound, indexed, and distributed in a Sweet's File are always easy to find, cannot be misfiled or lost.)

4. When your customers and prospects want to compare products, preparatory to calling in possible suppliers, does your system make it reasonably certain that your catalog can't be overlooked?

yes ☐ no ☐

(Sweet's binds the catalogs of comparable products next to each other, indexes each one for easy reference. This minimizes the chances that any suitable product cataloged in a Sweet's File will be overlooked when ready buyers are searching for the answer to a need.)

5. Are you sure that all of your important customers and prospects have your current catalog?

yes ☐ no ☐

(Sweet's distributes *new* Catalog Files each year. Every user of a Sweet's File is therefore certain that each catalog bound into his Sweet's File provides him with the up-to-date and correct buying data upon which he can rely.)

6. Has your catalog been prepared to give your customers and prospects exactly the kind of buying information about your products that they should have...and will it logically lead them to take the next buying action you want them to take: call in your salesman or distributor; write to you; or specify your product?

yes ☐ no ☐

(Sweet's has been designing and producing market-specialized, action-invoking catalogs for fifty years... has had notable success in doing so... designs and produces more manufacturers' catalogs, by far, than any other company in the world.)

There is a Sweet's Catalog Service office near you. A call or letter to any one of them will bring you prompt and thorough help in making sure your catalog...its design, production, and distribution... results in more orders for you at the lowest possible cost.

each employ fewer than 500. In Anaheim, Cal., a plant with 31 employes makes glyptal alkyd resins, and in Barberton, O., *five* employes produce hydrogen for lamp wire, etc.

Of all 236,000 employes, about 130,000 are unionized. Of these 80,000 are represented by International Union of Electrical Workers (CIO). The others are divided among some 90 other unions.

The biggest "benefits" that G-E can offer employes (and 250,000 shareowners and 35,000 suppliers and subcontractors) come from its creativeness, wide scope and surging vitality. G-E employs one in 90 of all U.S. scientists and one in 30 of all engineers. The company operates in 13 of the 21 basic manufacturing industries, and provides power for all of them. Its business is now expanding at twice the over-all national rate. And with the Electronic-Nucleonic Age bustin' out all over, jobs at G-E are expected to bring ever-bigger opportunities.

G-E Wasn't Popular

In addition, 77-year-old G-E is rather proud of having pioneered and developed seniority, pensions, hospitalization and other worker benefits.

But in this nation, which has long boasted of *bigger* as *better, corporate* bigness, curiously, often has been damned.

G-E was surprised to find how little love folks felt for it.

The recent long-term strike at Westinghouse recalls a similar strike in 1946, which paralyzed G-E. In their offices and plants G-E's generals thought of their company as a "good corporate citizen" . . . and blamed for the mess "restrictive governmental regulations," labor leaders' "power and arrogance," and employes "generally lax in individual effort and productivity."

Whatever the validity of these charges, G-E was stunned to learn from a survey (by the Psychological Corp.) that "many groups in the local communities distrusted our aims and objectives." Clergymen, admits G-E "joined the picket lines to protest against [our] actions. Local merchants ran ads criticizing G-E for prolonging the strike. Newspaper editors criticized the company. A mayor openly supported the strikers, and a city council passed a resolution supporting them." Some stores removed G-E products from their shelves.

Many people interviewed associated big business (and G-E) with "monopolies," "trusts," "cartels" and "soulless profit mechanisms." They charged the company with seeking only high prices and profits, while paying low wages, and considered its motives as "dishonest and contrary to the public interest."

G-E replied with statistics: Was it not a "major support of 40,000 retail establishments" — as well as a lot of suppliers, farmers, carriers, and others?

But few in the struck communities seemed to read—or care.

G-E's management found that "the harder we tried and the more we got done, the more *misunderstanding* and *disapproval* [G-E's italics] seemed to develop."

One part of the problem was the *long-distance* approach. ("New York" companies sometimes seem to have few friends in the rest of the country.) Call it absentee management and ownership. Some local "thought leaders" probably recalled that G-E was put together (a merger in 1892 of the Edison General Electric Co. and the Thomson-Houston Co.) and financed by J. P. Morgan & Co., Wall Street. Behind G-E was the weight of resources and money and patents and creativeness . . . and skilled persuasion which at times *might* mean coercion.

600 Competitors

But G-E is less dominant in electrical products than are the leaders in some other major economic areas. For years its share-of-industry has averaged about 23%. The company still faces 600 active competitors — some of whom, in their sub-areas, have long had fun pushing big G-E around.

And as large (and smaller) enterprises go, G-E could be called *reasonably decent* and constructive.

Obviously, links in the communications chain had to be forged. Opinions, if possible, had to be altered. (And maybe there were some ways that G-E should mend.) But the important thing was to get G-E regarded in each community—and to stand or fall on it—as a *local* business.

The corporate decentralization program, put into effect by Ralph J. Cordiner since he became G-E's president in December 1950, has added emphasis and meaning to this. Under it, Cordiner says, the department manager is given "full authority for sales, manufacturing, engineering, finance — everything" in his product area. A vital part of "everything" is employe and plant community relations.

E&PCR, under V-P Lemuel R. Boulware (a veteran *product sales*


The
BIGGEST
SPLASH
ever made by
any catsup!





...52 FOUR-COLOR ADS

One every week this year... placed by Hunt...in The American Weekly.

More and more advertisers realize it — when The AMERICAN WEEKLY moves in, merchandise moves out.

Here's Hunt with the biggest sales drive ever put behind a single grocery product through the pages of this compelling Sunday magazine. 52 full-color insertions to sell the Great AMERICAN WEEKLY Family whose food bill runs about $9 billion a year.

Hunt knows that The AMERICAN WEEKLY lays down the bulk of its vast circulation in the fertile areas which account for 4 out of every 5 dollars of super market sales and 7 out of every 10 dollars spent in grocery stores.

With The AMERICAN WEEKLY, advertisers provide retailers with all the direct sales support national media can muster . . . bring to bear a terrific power for emptying stores' shelves and filling larders.

The AMERICAN WEEKLY

Beamed to the Enthusiasms of over 10 million American Families

THE AMERICAN WEEKLY, 63 VESEY STREET, NEW YORK 7 • *Distributed by:*

ALBANY TIMES-UNION • BALTIMORE AMERICAN • BOSTON ADVERTISER • BUFFALO COURIER-EXPRESS • CHICAGO AMERICAN • CINCINNATI ENQUIRER • CLEVELAND PLAIN DEALER • COLUMBIA, S. C. STATE • CORPUS CHRISTI CALLER TIMES • DALLAS TIMES HERALD • DETROIT TIMES • HOUSTON CHRONICLE • HUNTINGTON, W. VA., HERALD-ADVERTISER • KNOXVILLE JOURNAL • LOS ANGELES EXAMINER • MIAMI HERALD • MILWAUKEE SENTINEL • NEW ORLEANS ITEM • NEW YORK JOURNAL-AMERICAN PHILADELPHIA BULLETIN • PITTSBURGH SUN-TELEGRAPH • PORTLAND OREGONIAN • ST. LOUIS GLOBE-DEMOCRAT • ST. PAUL PIONEER PRESS • SAN ANTONIO LIGHT SAN FRANCISCO EXAMINER • SEATTLE POST-INTELLIGENCER • SYRACUSE HERALD-AMERICAN • TAMPA TRIBUNE • WASHINGTON POST & TIMES-HERALD • WICHITA BEACON

executive), provides a pile of ammunition and *suggests* to department and plant managers from Tell City, Ind., to Richland, Wash., a detailed plan of action. Note the word *suggests*. E&PCR, NY (like such other across-the-board functions as Marketing, Manufacturing, Accounting, Public Relations, etc.) is a *service* or advisory operation for the whole company. Boulware and his people may lead a local manager to water but they can't make him drink. Yet top management in New York weighs the manager's record in "relations," as well as in such factors as sales and profits.

As in product selling the manager must have policies worth projecting.

G-E's six-point plant-community relations policy is:

"1. To be a good employer—and to be known as such;

"2. To provide good jobs that circulate good pay in the community;

"3. To be a good neighbor and active corporate citizen —' and to be known as such;

"4. To purchase local products;

"5. To encourage economic understanding in plant communities; and

"6. To encourage our community neighbors to become informed and active citizens."

Civic Workers

Today, G-E can point proudly to the fact that its employes in many plant cities are "members of city and area governing bodies, of school boards, civic organizations. They teach Sunday schools, work with youth groups. They play in local symphonies;" work in theater groups; are blood donors and nurses' aids; lead in community fund raising. (And the hope is that, should they get drunk on Saturday night, they do so discreetly.)

Small plants, of course, can't afford a separate community relations specialist. But in four years the number of such local practitioners has grown from six to 28. Headquarters executives find a big majority of departments are now doing an *"adequate"* job.

In 1951 *all* plant-community advertising was written in and placed from New York. Now seven agencies work on it regionally, and most plants adapt or prepare and place advertising on their own. The agencies are Doremus & Co., Boston, for the plants in Lynn, Mass.; Ralph H. Jones Co., Cincinnati; Barlow Advertising Agency, Syracuse; Young & Rubicam, in Louisville and other appliance plant cities; and Batten, Barton, Durstine & Osborn. Y&R handles product advertising for G-E appliances. BBDO, agency for the Public Relations Division, works on various phases of community relations work. Schenectady has completed arrangements with Dave Fris Advertising, Inc., of Albany, and Industrial Controls Department has retained Houck & Co., Roanoke, Va.

In some plant communities home-grown copy is placed in small-town newspapers at a rate as low as $42.40 a *page*.

Local managers, especially in newly built plants, have other problems than "relations" on their mind. Just one of them is the hiring and training of competent local personnel.

More "Local" Employes

The proportion of employes "imported" from older plants continues to decline. For example, G-E transferred 140 employes to Bloomington, Ill., and has since hired 1,520 locally. While 150 were brought into Waynesboro, Va., 660 were recruited on the ground there.

But behind everything else — and easing a lot of other problems — "relations" moves forward.

G-E calls community relations a "two-lane highway." On its part it intends to contribute "good products, jobs, purchases, citizenship, loyalty and profit." For a community in which it plans to "settle," G-E considers these factors:

"1. *Basic ingredients":* Such as number and skill of potential employes available; transportation facilities; power, fuel and water supply; available housing and plant sites; educational, recreational, religious and cultural facilities.

"2. *Success record":* Have other employers succeeded there? If not, is it the fault of the employer or the community?

"3. *Business climate":* Can we expect understanding, respect and fair treatment, *where we deserve it,* "from the community public servants"—for example, in courts, taxes, law enforcement?

"4. *Competitive costs":* Both community and employer must "keep costs within the selling price." Does the community encourage employe skill? Welcome technological advances? Seek to reduce feather-bedding and other cost-raising practices?

"5. *Community loyalty":* Spokesmen for unions and other organizations, as well as individual clergymen, teachers, politicians and publishers, can all have a very substantial effect . . . on the *cost of producing goods* and the *amount and regularity of the sale* of goods. Thus they can help or hinder the ability of the company to produce *jobs*.

The core of community relations is the number and worth of the jobs a company offers and the ability and morale of the people who fill them.

G-E's management, explains Lem Boulware, set out to "do whatever was necessary to achieve ultimately in *job marketing* what we had accomplished in *product marketing*. Could we not *please people* with *jobs* in practically the same way we had long *pleased people with products?"* [Lem's italics.]

Techniques in "job marketing" involved research (what did employes want in their jobs?); "redesigning" of jobs, benefits, working conditions, etc., and then "merchandising" and advertising to keep the job-holders sold.

Plant-community relations programs extend the employes' morale to the people of the whole plant area.

To guide the local managers in this G-E offers a big packaged "Program for Plant Community Relations" — including *why* and *how* manuals, leaflets, sample newspaper ads and broadcast commercials. G-E makes the whole kit available to other companies for $10 — and plans to sell more than 1,000 of them in 1956. The Bureau of Advertising, ANPA, buys from G-E, at 50 cents a copy, a brochure in the kit on "The Use of Newspaper Advertising" in these relations. G-E sells all such material at cost.

Selling Begins at Home

Key manuals are "Beyond Our Walls: A Program for Interpreting G-E to the Community" and "Good Business Citizenship: The Challenge Ahead in Community Relations."

Constructive relations, the company emphasizes, are the basis of business development: "National acceptance and brand preference are but the sum total of what the various communities think about us and our products."

Plant managers are urged to make opinion surveys; to plan programs to "interpret your plant's aims to clergy, doctors, dentists, nurses, teachers, school children, lawyers, local businessmen and other civic groups"; to work with the press and broadcasters on covering "local and national issues affecting your plans"; to run newspaper ads and sponsor radio and TV programs; to develop a speakers' bureau and film library about the plant and its civic activities; to hold plant tours and other special events, and to encourage employes' participation in civic activities.

Other "ammunition" in the big package includes a check list for the

Here's a way to make your present sales development program more profitable in 1956

To help your salesmen get more PROFITABLE orders as well as more sales.

To develop management-mindedness in your salesmen so that they become more COOPERATIVE with department heads and company policies.

To create a healthy and stimulating home influence which helps to keep salesmen morale high and INSPIRE them to greater effort.

To develop more of your salesmen to the TOP-PRODUCER level.

2,000 companies now employ *Research Institute's* new method for developing in salesmen that certain "something" that top-producers have that enables them to get so much more and so much *better* business than salesmen who lack the "X" factors.

This new approach to sales development is different from anything you have ever seen. It is not just a sales training program. It is not a plan designed to *replace* anything you are doing now. It does not infringe upon the parts of your sales operation that can be performed only by a good sales manager. It is simply a way to squeeze a little more profit out of everything you are doing now!

The *Research Institute*, an AAA-1 independent research organization with a $5,000,000 research budget, provides a practical, tried-and-proved "plus factor" that amplifies the effectiveness of anything your company might already be doing to step up sales.

Five years of research went into the development of this plan, plus a penetrating study of the pooled experience of more than 30,000 *Research Institute* member companies. Years spent in testing thousands of salesmen served not only to isolate the "X" factors of successful selling, but pointed the way to a new "whole man" concept of developing these highly desirable sales attributes in men who have not come by the "X" factors naturally.

salesmen like the plan and USE it

This is much more than a sales training program. It *develops* the salesman—develops the "whole man"—gives him self-confidence, engenders high enthusiasm and the ability to think creatively. It creates a feeling of importance to society; develops the right attitude toward company, job and customer.

Naturally, it won't make every man a star. Nothing is that good. But, superimposed upon your own training with respect to your product, the *Institute* program employs the power of the "third party" influence to develop the desirable traits that the immediate superior in a salesman's own company sometimes finds so difficult to instill.

This is a solid, adult approach to developing salesmen. It's neither abstract and theoretical, nor is it shot-in-the-arm "stimulator" stuff that soon wears off.

it's easy to find out whether, in your judgment, this plan can be of help to you

Half an hour with our representative should do it. Regardless of any decision you make you will get enough good sales ideas to repay you many times over for the time you take to see how other sales executives use our plan to make more of their men top producers.

We urge you to fill in and mail the coupon. We'll work out a meeting date convenient to you.

a few of the 2,000 companies now profiting by sales membership in *Research Institute*

Aero Mayflower Transit Co., Inc.
Archer-Daniels-Midland Co.
California Spray Chemical Corp.
The Emerson Drug Co.
The Faultless Rubber Co.
Gould-National Batteries, Inc.
Maxwell House Div.—General Foods
Morse Twist Drill & Machine Co.
Pillsbury Mills, Inc.
Schering Corp.
Silver Loaf Baking Co.
Square D Co.
Standard Oil Co. (Ohio)
Standard Pressed Steel Co.
Texas Power & Light Co.
Twin Disc Clutch Co.
Valvoline Oil Co.
Western Air Lines, Inc.
Western Printing & Lithographing
Yardley of London, Inc.

Research Institute of America



FREE—analysis on how to sell against price competition

This typical R.I.A. sales analysis on the subject of ways salesmen can cope with price-cutting competition explains how to take price discussion in stride; how to build up *value;* how to put *price* and *value* in a perspective that is favorable to you. It includes a fascinating card trick that dramatizes the relationship of *value* to *price.*

The analysis takes an honest look at price in relation to value; points out specific ways to increase your business in spite of increasing price resistance. It demonstrates strategies that top salesmen find effective.

More than two dozen tried and proved methods are presented in simple, understandable form so that any salesman can understand them, see how they will fit his own sales situations and put them to work on his very next call to get business for you; business that he would surely lose if he did not know how to handle price competition!

A copy is yours for the asking.

Research Institute of America
SELLING AND MERCHANDISING DIVISION
Department 16
589 Fifth Ave., N. Y. 17, N. Y. • PLaza 5-8900

☐ Please send me the free sample sales analysis, "PRICE or VALUE, which looks bigger?"

☐ I'd like to hear more about how other companies use your new sales development plan to improve their own sales programs.

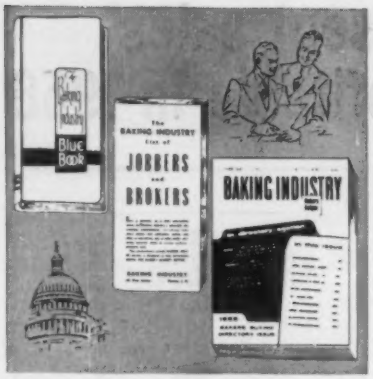
Name_____

Title_____

Company_____

Street Address_____

City_____ Zone____ State_____



Sales Help For Sales Managers

BY HAROLD E SNYDER
Editor, Baking Industry

To augment your sales efforts among the ready-to-buy baker-buyers, BAKING INDUSTRY magazine offers you the much needed merchandising services to "back up" your advertising efforts aimed at selling this growing, prospering market. Here are just a few of the many merchandising services available to BAKING INDUSTRY advertisers:

WASHINGTON, D.C. OFFICE: an exclusive publication office-service that constantly keeps check on the nation's pulse. The experience, background and contacts of this Washington office are always available to you.

PRODUCT CONSULTATION SERVICE: help when you need it—in pretesting the bakery market, setting up adequate distribution, marketing or advertising problems. BI's editors and sales representatives are always ready to aid you in solving your current marketing problems.

THE BLUE BOOK: a complete, concentrated listing, containing more than 462 pages of facts and information about 7,600 of the most worthwhile bakers in the U.S. and Canada. Correction service monthly. FREE to advertisers on yearly schedule . . . $470 per year to non-advertisers.

JOBBERS AND BROKERS LIST: detailed, up-to-date list of company names, addresses, executives, size of sales staff, territories covered, dates of establishment and products sold.

GLOSSARY OF TECHNICAL TERMS: simplifies baking language of a technical nature. Available to manufacturers and advertising agencies.

1956 BAKERS' BUYING DIRECTORY: part of BI's February 25, 1956 issue. Kept and used by bakers throughout the year. "Buying" the editorial theme of entire issue . . . telling bakers How, When and Where To Buy. A year 'round advertising investment at one, low initial cost. Full coverage of all important buying factors in U.S. and 40 foreign countries. 15,000 distribution. Final closing date: February 1, 1956.

Tied up into a neat package, BAKING INDUSTRY offers you MORE SALES RESULTS for your every advertising dollar. Check with your BAKING INDUSTRY sales representative today. BAKING INDUSTRY, a Clissold Businesspaper, 105 W. Adams Street, Chicago 3, Illinois.

local community relations program; material for doctors, clergymen, "Junior Achievers," etc., and detailed case histories of community relations problems, methods and results in such plant areas as Louisville and Erie.

Meanwhile, local management people receive regularly from New York newsletters and bulletins on community, employe and union relations.

Surveys show that plant-community advertising not only is read but that it can alter impressions or prejudices. Before one local campaign only 25% of newspaper readers knew that G-E has an employe pension plan (which has been in effect since 1912!). After the campaign their "awareness" of this plan rose to 90%. Eighty-five percent learned from advertising about G-E's hospitalization insurance, and 86% about the company's suggestion awards.

In *established* plant communities newspaper ads stress such themes as "good jobs with good pay"; opportunities for advancement; corporate research which creates new jobs. (Since 1952 G-E has added 20,000 employes. The company now has 35,000 people in "supervisory" capacities, from foreman upward.)

In *new* plant communities advertising may tell how "G-E selects *good* communities," and plans to be "permanent" in them.

After a newspaper series by General Purpose Control Department in the new plant location at Bloomington, Ill., Opinion Research Corp. found in a survey that 85% of readers had read or glanced over a specific ad, and 57% could prove, by repeating details, that they had read it.

Folksy Advertising

This ad was headlined "G-E folks you'll meet around town." It pictured the plant's managerial people off duty — playing golf and baseball, gardening, boating, fishing.

In Rome, Ga., the Power Transformers Department tells "Why our road led to Rome . . . and here's why we believe you'll be glad we came." . . . In Cincinnati a new plant already has become "As permanent as Fountain Square." . . . First ad of the Home Heating and Cooling Department in Tyler, Tex., said: "We come to Tyler knowing that the eyes of Texas are upon us."

The company's Employe and Plant Community Relations Division (EPCR) suggests that plant managers advertise frequently. Local EPCR managers are told how to set up an advertising budget, develop copy and layout, have engravings made and type set. Twenty-nine sample ads are shown. One pleasant theme is G-E builds local buying power.

Lem Boulware points out that of every sales dollar, about 40 cents go into payrolls that are spent with local stores. Additional amounts go to local suppliers and owners and for local and state taxes. Every dollar brought into town "turns over five times before leaving the community."

(A survey by *Manufacturer's Record* shows that a new industry employing 150 would mean an average plant investment of $200,000 and an annual payroll of $500,000. It would provide, among others, major support for 33 retail establishments, maintain a 33-room schoolhouse with 18 teachers, and offer means of support to 1,000 people.)

No "Company Towns"

Especially, G-E strives to avoid the stigma of the "company town." Many Americans who have worked in such towns have felt enslaved by their management—often forced to live in ugly communities in company-owned shacks and to pay through the nose for necessities at "company stores."

G-E has limited itself to 15% of an area's working force, or 6% of its total population. And, G-E seeks to do its part to end industrial eyesores. One newspaper ad, in Louisville, is titled, "'Joe' Blow is planting a 400-acre park!" Copy explains that Merritt H. "Joe" Blow, in charge of landscaping at G-E's big $400 million Appliance Park, "has already established one 37-acre arboretum, planted some 400 acres of grass, and is . . . putting out 15,000 trees and shrubs of some 780 varieties."

Sometimes G-E's arrival can do something special for civic morale. At Lynn the Small Aircraft Engine Department took over a broken-windowed "ghost" plant, formerly occupied by three small companies that had failed. The three combined had employed 400 people. After modernizing the plant, G-E put 550 to work there, and ultimately expects to have 700. Theme of this newspaper series is "Building a Better Future for G-E and Lynn."

The plants operate stores for employes, offering G-E products at reduced prices. But employes are under no compulsion to buy from them. . . . Boulware emphasizes that plant management is *"not* paternalistic. They don't poke into family lives. But they do have consultants available to help employes — *when asked.* Good corporate citizenship starts with recognizing the rights of others—including

the rights of individual freedom and privacy.

"The managers use persuasion for what they—and G-E—regard as good causes. But it's all out in the open. . . . When one community relations program was being launched, some employes were skeptical. But after the program got rolling, on a *voluntary* participation basis, many employes urged that it be continued."

Before a manager takes over a new plant, he has had training in employe and community relations. He learns, Boulware explains, how to mobilize "all the forces necessary to do this important part of his managerial job." But when he takes over —in Houston, or San Jose, Cal., or Edmore, Mich. — he's on his own. New York may suggest, for example, that "now is a good time for a progress report on relations. But we don't move in and see that it's done. He has the facts, and it's *his* job."

EPCR issued to G-E management in 1954 a year-end review, summarizing for the whole company "where we were, where we are, and where we are trying to go" in this major area of relations.

As the national program develops, managers of new plants may draw on and apply the ever-widening experience of all the others. A manual on "The Louisville Plan" in the big program package, for instance, helped the Specialty Control Department get going in the "newer" area of Waynesboro, Va.

General Electric Co. recognizes that "a plant community relations program *of itself* will not eliminate trouble." But surveys have shown that if trouble appears — and a prior investment has been made in such a program — the company will emerge from it sooner and with more friends all around. **The End**

How do YOU use the SURVEY?

In selecting markets and media, few decisions are made without the help of Sales Management's annual SURVEY OF BUYING POWER. Advertisers and advertising agencies rely on the same authority . . . know that the SURVEY is the most complete, most accurate and most accepted source of population, income and sales data.



NATIONAL FOLDING BOX

COMPANY DIVISION

FEDERAL PAPER BOARD COMPANY, INC.

SALES OFFICES: CHRYSLER BUILDING, NEW YORK 17, N.Y.; NEW HAVEN AND VERSAILLES, CONN.; BOGOTA, N.J.; BOSTON AND PALMER, MASS.; STEUBENVILLE, OHIO; PHILADELPHIA AND PITTSBURGH, PA.

FOLDING BOX PLANTS: BOGOTA, N.J.; NEW HAVEN AND VERSAILLES, CONN.; PALMER, MASS.; STEUBENVILLE, OHIO; PITTSBURGH, PA.

PAPER BOARD MILLS: BOGOTA, N.J.; NEW HAVEN, MONTVILLE AND VERSAILLES, CONN.; READING, PA.; STEUBENVILLE, O.; WHITE HALL, MD.



GEOGRAPHICAL ACCOUNTING is a fair-to-all way to figure milage and depreciation allowances on salesmen's cars. Excluding depreciation it costs a Jersey City man 9/10 of a cent less per mile to operate a Chevrolet than it does his fellow salesman in Boise, Idaho, with the same car. Figures for areas numbered on this map are on opposite page.

How to Estimate and Pay for Auto Costs

It will cost your salesmen more to operate and maintain their cars in 1956. Here's a reliable, up-to-the-minute plan to help you to figure costs and reimburse salesmen fairly.

BY R.E. RUNZHEIMER • *Runzheimer and Co.

It will cost about 4% more on the average to drive a car in the Chevrolet class 20,000 miles this year than it did in 1954. This estimate is based on a comparison of total allowances on a 1956 car in the Chevrolet–Six–210 class for the 24 United States cost areas shown on the accompanying table with those on the corresponding 1954 model reported in SALES MANAGEMENT ("How to Pay Fairly for Auto Costs," June 1954, p. 82).

*Chicago

Costs for 1954 on 20,000 miles in a Chevrolet car in the average of the 24 cost areas totaled $1,387. The breakdown: insurance, $197; license, $18; depreciation, $490; operating expenses for gasoline, oil, greasing, washing, repair maintenance and tires, $682.

In 1956 these costs are expected to total $1,441. Here's the breakdown: insurance, $187; license, $19; depreciation, $547; operating expense items as previously described, $688.

These breakdowns show that the biggest increase is in depreciation, representing $57 annually or slightly more than 11% over 1954. License fees are only $1 higher. Average insurance premiums are $10 lower in 1956. Average operating expenses are only $6 higher for the year 1956 on 20,000 miles. However, it should be borne in mind that this is the result of compensating increases and decreases in the several operating cost items. Actually, there were fairly noticeable increases in gasoline and service maintenance costs but these

Automobile Standard Allowances

1st line: Chevrolet 1956-6-210-4dr-sd

2nd line: Pontiac 1956-870-4dr-sd

Cost area no.	Basing point for fixed charges	(1) Total annual fixed costs	(2) Fixed allowance per day	(3) Total per mile allowance
1	San Francisco, Cal.	$797.00	$2.18	3.55 cents
		970.00	2.66	3.95
2	Boise, Idaho	688.00	1.88	3.95
		848.00	2.32	4.45
3	Sacramento, Cal.	734.00	2.01	3.80
		904.00	2.48	4.25
4	Tucson, Ariz.	691.00	1.89	3.85
		852.00	2.33	4.30
5	Albuquerque, N. M.	711.00	1.95	3.80
		883.00	2.42	4.25
6	Corpus Christi, Tex.	689.00	1.89	3.60
		857.00	2.35	4.00
7	Omaha, Neb.	654.00	1.79	3.65
		810.00	2.22	4.10
8	Duluth, Minn.	733.00	2.01	3.45
		900.00	2.47	3.90
9	Kansas City, Mo.	720.00	1.97	3.25
		889.00	2.44	3.65
10	Tulsa, Okla.	722.00	1.98	3.25
		888.00	2.43	3.65
11	Houston, Tex.	690.00	1.89	3.25
		857.00	2.35	3.60
12	Fort Smith, Ark.	696.00	1.91	3.70
		862.00	2.36	4.15
13	Chicago, Ill.	724.00	1.98	3.25
		892.00	2.44	3.65
14	Nashville, Tenn.	694.00	1.90	3.45
		857.00	2.35	3.85
15	Syracuse, N. Y.	705.00	1.93	3.35
		862.00	2.36	3.75
16	Pittsburgh, Pa.	711.00	1.95	3.35
		868.00	2.38	3.75
17	Chattanooga, Tenn.	732.00	2.01	3.75
		897.00	2.46	4.20
18	Saratoga Sprgs., N. Y.	785.00	2.15	3.40
		942.00	2.58	3.50
19	New York, N. Y.	905.00	2.48	3.15
		1076.00	2.95	3.50
20	Chelsea, Mass.	786.00	2.15	3.10
		946.00	2.59	3.45
21	Jersey City, N. J.	760.00	2.08	3.05
		926.00	2.54	3.40
22	Philadelphia, Pa.	794.00	2.18	3.15
		956.00	2.62	3.50
23	Charleston, S. C.	686.00	1.88	3.30
		849.00	2.33	3.70
24	Miami, Fla.	693.00	1.90	3.20
		854.00	2.34	3.55

What happens to a magazine after it leaves the newsstand?

It depends on *which* magazine you mean. Some are flipped through at the office. Others are scanned and left on the train.

But you almost never see anyone leave a copy of the Post behind. It goes home—where the rest of the family can read it. And it stays there. It gets read and *reread.*

And that's the outstanding quality of The Saturday Evening Post. It is read longer and remembered better than any other weekly magazine. This may explain why it leads its nearest competitor by 50% in newsstand sales—and why its total circulation and advertising revenue are both at all-time highs.

The Post gets to the heart of America.



America reads the Post



"General Ridgway has just dropped a blockbuster on Washington!"

LEE WHITE, *Vice President and Account Supervisor, Biow, Beirn, Toigo, N. Y., previews "My Battles in War and Peace" from this week's Post.*

"You've probably heard rumblings about Ridgway's disagreements with the Secretary of Defense. This week it becomes a full-fledged blast! The retired Chief of Staff says all the things he couldn't say when he was in the Pentagon. It's hard to judge who's right and who's wrong, but I'll bet the next noise you hear will be a barrage of big guns from Washington!"



In all, 8 articles, 4 short stories, 2 serials, and many special features in the Jan. 21 issue of The Saturday Evening Post.

HOW IT ALL BEGAN

When told that the flat six cents per mile allowance made to his salesmen was just a crude guess, a client company executive returned this sharp challenge, "I know it's a crude guess, but why don't fellows like you do something about it?"

This occurred in 1931 and marked the beginning of R. E. Runzheimer's interest in the establishment of more accurate business mileage allowances on salesmen's automobiles. In 1933 the first installation of the plan, now known as the Runzheimer Plan, was made. In 1935 Runzheimer and Co. was organized.

Since then the service has been greatly extended and refined and is presently used by more than 160 United States and Canadian companies. Among them are many of the best known in American industry such as Air Reduction Sales Co., The Celotex Corp., The Gillette Co., Household Finance Corp., Kimberly-Clark Corp., National Biscuit Co., The Nestle Co., Inc., Ralston Purina Co., U. S. Rubber Co., The Upjohn Co.

About two years ago, in cooperation with Lee Fleet Management of Cleveland, a new leasing service was offered. Over 50 companies are already users of this leasing plan which provides a new car every year on an "actual cost to the lessee" basis in combination with the exclusive use of Runzheimer Standard Operating Allowances.

were to a large extent offset by lower standard costs per mile on oil and tires over 1954.

The $57 increase in depreciation in 1956 is due to three things: increased new car prices, lower used car prices, and inclusion for the first time of a radio in capitalization of the car. The radio accounts for $18 of the $57 of the depreciation increase. Equipment capitalized on the 1956 Chevrolet includes radio, heater, turn indicators, and the usual standard items of five wheels, bumpers, guards, wipers, etc.

Annual fixed costs reported in column (1) include current standard manual premiums on comprehensive, $50 deductible collision, $5,000 property damage, and 25-50M public liability coverage, state license, title and driver's fee, and depreciation. These fixed costs have been established at the designated basing point city in each cost area.

Fixed allowances per day in column (2) are simply the result of dividing column (1) by 365 and expressing to the nearest cent.

Column (3) shows the total per mile operating allowances covering the items of gasoline, oil, greasing, washing, service maintenance, and tires. These have been expressed to the nearest half mill in each cost area.

There are some items properly subject to reimbursement on business milage which are not included in these allowances because they do not lend themselves defensibly to standardization. We recommend that such items be reimbursed for as incurred and reported by the drivers. They are local city license fees, property taxes, daytime parking, overnight parking away from home city, and bridge and ferry tolls.

On cars in the Chevrolet class the depreciation allowance included in the accompanying figures is adequate up to and including 18,000 business miles annually, or 1,500 miles monthly. Men traveling in excess of 18,000 business miles annually, or 1,500 business miles monthly, should receive additional adjustments on depreciation at the rate of approximately $12 per 1,000 miles of such excess. Accordingly, a driver totaling 25,000 miles annually would be entitled to a depreciation adjustment at the end of the year of approximately $84. This adjustment enables the high-milage driver to trade in his car when it reaches the 45,000 total milage point inasmuch as the basic depreciation allowance included in columns (1) and (2) will enable him to make a trade-in only at the end of a two-and-a-half-year operation.

We are including for the first time on a second line in our 24 cost area table standard allowances on the 1956 Pontiac 870 – four-door sedan. This will enable drivers of cars in this price class to make more accurate determinations of their allowances.

Average cost of the Pontiac in the 24 cost areas, again assuming 20,000 miles of travel annually, is $220 higher than the Chevrolet. One hundred and forty dollars of this amount represents increased fixed costs and $80 represents the increased per mile costs. Expressed another way, the

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increased cost of operating the Pontiac over the Chevrolet is $140 per year plus four mills per mile. At 20,000 annual miles this represents a total increase of 15% over Chevrolet costs.

The depreciation allowance established on a Pontiac includes the same items of equipment as for the Chevrolet, with the addition of Hydramatic transmission. Approximately one and a half mills of the four-mill per mile higher operating costs, and $40 of the $140 higher yearly fixed costs on the Pontiac result from the use of the automatic transmission. Readers wishing to adjust Pontiac allowances to a standard transmission basis can therefore simply deduct one and a half mills from the allowances shown in column (3) and 11 cents from the daily fixed allowances shown in column (2).

Depreciation allowance on the Pontiac is adequate up to and including 20,000 annual business miles. Over 20,000 miles annually, an adjustment on depreciation at the rate of about $14 per 1,000 should be paid the driver. This will enable him to trade in a car without penalty when he has reached the 60,000 business milage point, regardless of his rate of annual travel.

We again remind readers that allowances in the accompanying table cannot achieve the accuracy of the regular service in connection with the Runzheimer Plan wherein each driver's schedule reflects the specific conditions in his individual territory. It is our estimate that these cost area standard allowances will average approximately $75 per car higher than those established on the individual territory basis. This makes it advisable for companies regularly operating 15 or more employe-owned cars for business to use an individual territory standard allowance plan to gain the added saving.

To apply the correct allowances for your particular territory, follow these steps:

1. Determine whether your car is nearer to the Chevrolet Six or the Pontiac Eight in price and apply allowances on either the first or the second line accordingly.

2. Refer to the cost area map and apply the daily fixed allowance shown under column (2) for the cost area in which you live.

3. Apply the per mile allowance representing the average of the cost areas which you regularly travel. This allowance is payable in addition to the daily fixed allowance in column (2) on all business milage.

4. On business milage in excess of 18,000 in any 12-month period on a car in the Chevrolet class apply a depreciation adjustment at the rate of $12 per 1,000. On a car in the Pontiac class apply a depreciation adjustment of approximately $14 per 1,000 on any excess over 20,000 annually. No adjustments are in order on business milage less than 18,000 in a Chevrolet class or less than 20,000 in the Pontiac class. Furthermore, no depreciation adjustments are payable on milage in excess of 45,000 annually in the Chevrolet class or in excess of 60,000 annually in the Pontiac class.

The End



SKYLIGHT FOR SKYWAY. Salesmen for Skyway Luggage Co., Seattle, drive custom-built Lincoln Capris with a built-in showcase. An innovation of Skyway President Henry L. Kotkins, the automobile trunks feature a plexiglass top which allows full vision of neatly lined up Skyway luggage inside. A removable neon sign, formed from a sample of Skyway luggage, fits on the rear-seat shelf.



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Is a catalog without stock numbers and prices as useless as a railway timetable without times? The world's leading maker of model railroads is entering its first full year of consumer sales with such a catalog. The calculated results:

Lionel Derails Sealed-Carton Selling

Showmen retailers have routed The Lionel Corporation's toy trains into 5,000,000 homes since 1900. In their opinion, a "great train robbery" has been going on in recent years. "Sound" retailers have borne the expenses of local promoting, demonstrating, servicing and carrying a full line of advanced enthusiasts' accessories. Lionel has contributed national advertising. But a third party, the sealed-carton operator, has been switching top-profit traffic into his own express lanes which bypass other expensively maintained "stations" and make only one connection—at Purchase.

Detailed Copy

Besides being able to say, "See it at your toy store and order it here," the discounter has been given a firm hand on the switch by the Lionel consumer catalog with minutely-detailed copy and art, identifying stock numbers and prices, backed by the Lionel guarantee.

As Lionel saw the picture: Few toys can attract more customer interest than a model train in operation. This promotional advantage is lost in a rivalry of percentage discounts applied to lifeless stock numbers signifying unopened cartons. Letting the profit cream be skimmed by the sealed carton or "package operator" — as Lionel prefers to call the discounter —could destroy the toy merchandiser, the backbone of the firm's business.

Fair Trade pricing—Lionel's first answer—proved impossible to enforce. "For every hole we plugged, the dike sprang 10 leaks," relates Alan Ginsberg, vice-president in charge of merchandising and sales. "In proportion to our sales, we were as aggressive a defender of Fair Trade as any company. Price violations were policed by letters, telegrams, and court actions—sometimes going on in five or six states simultaneously. We carried one case to the Supreme Court.

"It wasn't enough. We could have spent every cent of our profits and it still wouldn't have been enough. There will always be price competition, that's how this country's distribution grew. Mass production has led to mass distribution. On the other hand, we had to narrow the price gap between the true merchandiser of our full line and the man who takes orders on factory-sealed cartons."

In its current approach to this problem, Lionel has an advantage over firms whose products are not sold in sets. All its models are available separately but cars and an engine totaling $80, if sold singly, might retail for $50 as a complete outfit. It is these sets which have been the discounter's meat. Until the spring of 1955, the consumer could identify the set he wanted by seeing it displayed in a toy store or illustrated—with list price—in Lionel's consumer catalog. Then he had only to find the outlet offering the greatest percent off list. This dealer would acquire the set from a wholesaler, a transaction which was out of Lionel's hands.

Must Buy from Display

The manufacturer's solution was to withhold set identifications from consumers so that they would have to buy in a store from a display. Full details as to which cars constitute which sets are now confined to the "advance" catalog used by wholesalers' salesmen. This catalog is not left in retailers' hands for consumer distribution. More color and descriptive detail have been lavished on the consumer catalog than ever before but no stock numbers or prices for complete sets appear in this catalog.

To avoid antagonizing customers who might set their hearts on an outfit and then find it too expensive, the catalog gives approximate prices for locomotives and other individual outfit components as rough guides to outfit prices. Engines and some track accessories are also identified by stock numbers, but art suggests a wide range of suitable cars that come with each locomotive and does not specify which come in the standard sealed carton the discounter has been dealing in.

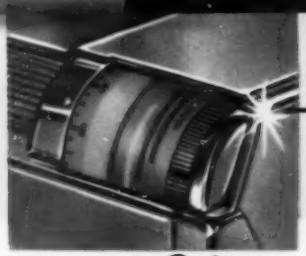
To prevent the consumer from obtaining a set's stock number in a toy store and getting a discounter to order, Lionel suggests that retailers identify sets by a code of their own devising. The manufacturer also encourages merchandisers to assemble sets appropriate to their own communities, not available in factory cartons or other stores.

Will Have to Learn Line

"All this means that the package operator is going to have to open cartons and show what's in them before he can sell Lionel trains," says Ginsberg. "He will realize that if he must devote space to a display, it might as well be a good one. Instead of an employe who takes an order for a stock number, he will want to have someone who can develop into a specialist, knowing the line well to sell it better. He may even feel the necessity of advertising to show consumers what is in the cartons.

"The success of our policies is shown by our sales for 1955 in excess, we estimate, of $45 million at retail, one of our best years. Retail prices are being stabilized. If the package operator does not do some merchandising, he is offering an unseen, price-unverified item and losing sales. If he *does* adopt sound retail practices, they cost him money and the price gap is again narrowed. Naturally, we prefer the latter course and eagerly welcome reformed package operators —who are willing to display Lionel merchandise — to the ranks of sound toy merchants. This is happening in many cases and we anticipate that 1956 will be our best year ever."

The End



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Emotionally Mature Attitudes: The Soul of Successful Selling

Salesmanship will truly attain the status of a profession when our sales training methods seek first to lead men to understand selling as a service. Efficient habits, broader knowledge, and superior skills can then effectively merge to round out the balanced "whole man" who cannot fail.

BY JEFF COATS • ***Sales Training Director***
New Holland Machine Co., Division of Sperry Rand Corp.

During the last nine years I have participated in or researched practically every sales training course in the United States offered by training consultants or training institutes. As a result of these investigations, plus our own success in training a sales organization so that it has developed the largest civilian-goods backlog since World War II, I feel strongly that too much stress in sales training is placed on knowledge and skills, too little on *attitudes.*

The nucleus of selling ability is an emotionally mature attitude. Two few salesmen have it—and the blame must be shouldered by the men who train salesmen.

The key to judging whether or not a person is a good salesman is encompassed in the last three letters of that word, salesMAN. Give me a *man,* and I am sure of his capability to sell.

Salesmen, like most of our populace, are yearning for peace of mind and contentment in their work and their lives. In my opinion, the foundation for growth toward these goals must be constructed on spiritual factors before a man can properly absorb and apply knowledge or skills. Glance at our best-seller list of non-fiction literature and blink unbelievingly, if you will, at these books which have smashed records in popularity and set new records of popularity — endurance: Dr. Norman Vincent Peale's, "The Power of Positive Thinking;" "A Man Called Peter"; "How to Live 365 Days a Year", etc., all of which are attitude builders. Is this a fad or frenzy? It is neither. It is a clear-cut case of homesickness — our souls' homesickness. Without spiritual guideposts to help us back to home base when we are frustrated, we cannot develop an emotionally mature attitude.

How in the world can we continue to talk about the importance of attitudes without giving further thought to these questions:

1. What are the factors that cause the development of a healthy, positive, attitude—an emotionally mature attitude?

2. How do you change a negative, fearful, attitude into a healthy, positive attitude?

3. How do you supplement and strengthen weaker attitudes?

4. How do you modify a warped but still positive attitude?

Without the answers to these questions, I believe that sales managements will continue to struggle along with only a fairly effective sales force which cannot carry the tremendous responsibilities it must carry if selling is going to be accepted as a profession in our society.

To many sales trainers, the real secret to developing a mature attitude in salesmen seems as complex as the splitting of the atom. In this article, I shall strive to present what I believe to be some genuine, perhaps unsophisticated, insights into a training philosophy which not only will increase sales at minimum cost, but will induce an open-minded sales executive to derive more enjoyment from his work than ever before.

George W. Robbins, Dean of Business Administration at the University of California, says, "To have a mature attitude, the salesman must know that selling is not a trick or mysterious process available only to a few who are born to have it, nor is it related to deception. He must know that selling involves a gain to both parties of the sale unless there is a fraud or deceit or force. A salesman with a mature attitude will realize that an exchange in which only one party gains is not a sale but a robbery, a theft, a racket, or a gamble.

"He will know that from deep religious beliefs which mold his moral character come the noblest of man's expressions, without which modern selling would be impossible. He will accept on faith many things, but he need not—in fact, must not—accept on faith the basis for his own calling. He will understand his job, then, is to help increase material well-being and the human satisfactions which flow from it.[1]

"He will feel the need for imbibing of principles that will give him a standard by which to judge any event, a starting place for any adventure, a base to return to when going gets hard. The salesman who is taught to establish his life on such principles can be the most daring person because from there on up his intelligence has fullest play, not tied down by fearsome backward glances, nor trammeled by ghostly memories of taboos half remembered."[2]

There are divers philosophies extant today among sales people as to the subjects and methods to be utilized in training salesmen. These philosophies range from exacting scientific formulas requiring intricate symbols and equations to general reading services without personal instruction. Very few sales executives have realized the core, the guts, so to speak, of a training philosophy that is less expensive yet of more intrinsic value that any I know.

Books have been written and hundreds of speeches given touching on this philosophy, but none to my knowledge has specifically presented the necessary training methods to mold properly the more important *selling attitude.*

---

(1) Speech, "Is Selling Good for Society?" Vital Speeches of *Day Magazine.*

(2) July 1955 issue, Royal Bank of Canada Monthly Letter.



His Attitude is Mature

Jeff Coats was born in 1920 in Jacksboro, a small town in north central Texas. A football scholarship enabled him to complete his college education at the University of Arkansas with a degree in Business Administration in 1941. During the fall of 1941 he was associate professor in economics and completed some of the work toward the Master's degree in Economics.

He served with the Sixth Armored Division in Europe in World War II, and after his return to civilian life was named vice-president and general manager of Beaver Metropolitan Coaches, Inc., Beaver Falls, Pa., and ran that small city-bus manufacturing firm for about four years. He then became assistant to the director of sales personnel of the Delaware Corporation of U. S. Steel in 1950, and was appointed director of sales personnel for U. S. Steel Supply Division in Chicago in 1952. He accepted his present position in July 1953.

In sales training we commonly think of four categories of training:

1. Attitudes.
2. Habits.
3. Knowledge.
4. Skills.

With the two categories, knowledge and skills, sales trainers have administered old but tried methods which are manifestly effective. But the other two categories, attitudes and habits, which are so closely related by cause and effect, I consider it essential to treat with variations of the same sales training methods. Unfortunately, we have been not only ineffective, but we have deluded ourselves about the results we have obtained.

For instance, pitifully few salesmen consider their work an accepted, highly regarded profession, or themselves professional people. These few have arrived at the realization that, as professional men, they are providing a valuable service. The overwhelming majority are possessed by but two desires—to make money fast and to meet quotas early.

To be successful in our work, we must enjoy helping other people. Where we find this attitude, more than likely we find the top producing salesmen. Therefore, to enhance the sales executive's—the sales trainer's—effectiveness, we must have a better answer to establishing, modifying and changing attitudes in our sales training.

Possessing the proper attitude, a salesman will seek and retain knowledge. With proper guidance, he will develop the selling skills required in the use of this knowledge. He will be enthusiastic, and will yearn for maturity, being a man of integrity; he will discover pride and happiness within his profession. Thus, attitude is the deciding factor in selling ability.

Supervising the maturing of a man is the vehicle for creating the correct selling attitudes. Some sales trainers have expressed it as "training the whole man," which is true if we consider the soul as a part of the man. Whether we admit it or not, some form of religion is a prerequisite for developing an attitude of service in selling. We commonly think of a mature man as capable of identifying his interests with the interests of others. This is taught us from childhood by every religious philosophy.

Few Realize Potential

I submit that sales trainers who are skillfully employing the proper up-to-date social science techniques and methods for changing, modifying and establishing attitudes, have found the key to selling ability. However, with the evident excellent results from the limited amount of research and tested applications of these techniques and methods, their potency and potential for decreasing sales training costs and increasing sales have been recognized by but a small number of sales managers.

Perhaps a handful of professional sales trainers have seen the power and monetary return in preaching the importance of attitudes, but even fewer of them possess the desire to learn these new social science techniques in attitude training, much less apply them.

How sales executives can continue to solicit this kind of sales training service without questioning this particular point is incomprehensible. Our continuing to recognize the importance of attitudes and simultaneously ignoring the science of attitudinal teaching is surely immature.

What should we be doing to correct our short-sightedness?

1. We should teach, not preach.
2. We should discover if people feel they need certain training courses to improve their abilities before making decisions on content. We should give them an opportunity to decide what kind of training they need, and the sequence of the training.
3. We should recognize the relationship of home life to job life.
4. We should talk with people, rather than down to them. We should ask rather than tell.
5. We should cause people to find their own solutions, rather than give solutions.
6. We should discuss basic factors which influence attitudes, such as religion, compensation and promotion policies.
7. We should tolerate and utilize mistakes as a means of learning.
8. We should not be fearful of losing control of independent free thinkers.
9. We should not be prejudiced and narrow in selecting and promoting people.
10. We should not fail to research and extend the use of participating techniques such as role-playing, pure conferences, suggestion systems, etc.

There are numerous other evidences of our incompetency, but these are the ones which have stymied the maturation of free-thinking men, and

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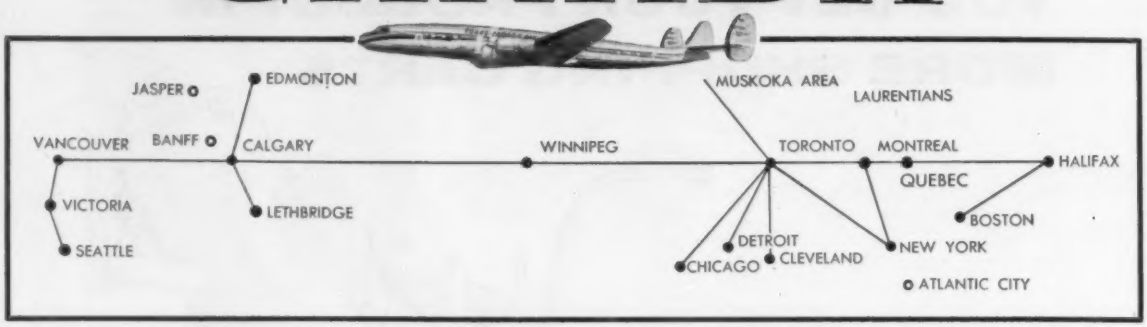
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the establishment of basic selling attitudes.

Acknowledging our mistakes leads us straight to the question of what is being accomplished in the creation of emotionally mature attitudes. First, who is making a concrete contribution to "attitudinal" training today? One of the outstanding contributors is not associated with the sales profession per se. He is Dr. Norman Vincent Peale. His basic philosophies form the heart of successful salesmanship. He has developed not only the "what to do" in developing the right or mature attitude, but has outlined "how to obtain it" in his writings and oral presentations. His book "The Power of Positive Thinking" should be on the agenda for discussion in every basic sales training program.

Another potent book adding impact to the building of attitudes, with ideas similar to Dr. Peale's, is "I Will Lift Up Mine Eyes" by Glenn Clark, who is sometimes referred to as the prophet of our times. Clark has written another excellent book on attitudes, his autobiography, "A Man's Reach."

Dr. Peale and Glenn Clark have forced upon me the realization that there is a God-endowed spark within each human being which can be kindled and fanned into a roaring blaze of successful living and selling.

Another great contributor, particularly in attitudinal methodology, is the group at the University of Michigan who are conducting research in group dynamics. Testing ground for their theories is the National Training Laboratory held at Bethel, Me., each summer. While attending the 1951 laboratory, I was amazed at the many developments in training methods which were not common knowledge among many educators, much less industrial trainers. In fact, it was only last year that any of the Michigan group's conclusions were published. Some of their hypotheses are ivory-tower, but many have been tested in industrial application.

The books and the findings of this research group are only two resources among many available to us in the learning of new skills and methods for "attitudinal" training.

What can be accomplished if we endeavor to cause changes in human behaviour through attainment of an emotionally mature attitude? With the proper construction of the foundation of the learning pyramid, (made up of skills, knowledge, habit and attitude, with skills as the apex and attitude as the base) and using proper, modern social science methods and techniques in a mature way, the other three parts of training become easier. And the salesmen gain in maturity, happiness, and financial success.

Such training, if conducted intelligently, fosters non-supervised, self-improvement which is the least expensive type of training. It requires mature supervision or on-the-job training, which improves the efficiency of the trainer as well as the trainee. It certainly curtails expensive personnel turnover because a maturing man thrives in a free-participating atmosphere.

Once a salesman recognizes that selling is truly a service, and his attitude is one of faith, learning to sell is easy. These two factors revolve around the nucleus of selling ability, an emotionally mature attitude.

A well-informed sales trainer can build a supreme foundation for the learning pyramid early in a man's selling career which will perpetuate the salesman's maturation until the day he makes his last sale. This is sound sales training. **The End**

Something for you to keep in mind this year

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This was 29.5% of all advertising published by the seven New York City newspapers —the biggest share ever published by a New York City newspaper.

It was 13,244,403 lines more than the next newspaper published—the biggest lead ever recorded by a New York City newspaper.

It was a gain of 5,412,724 lines over 1954, the biggest gain—by 2,725,905 lines—of any New York City newspaper.

How come?

You advertising men know the answer even better than we do.

It's because there's more in The Times—so people get more out of The Times. A solidly growing circulation shows that more and more people are coming to realize this.

Readers get more news out of The Times, and more enjoyment. And when readers get more out of a newspaper, it follows that...

Advertisers get more sales out of it, and more profits.

That's why The New York Times has been New York's advertising leader for 37 uninterrupted years.

That's why its advertising leadership today in your biggest and most inviting market is stronger and more dynamic than ever before.

The New York Times

"ALL THE NEWS THAT'S FIT TO PRINT"

Tested Sales Tactics for Selling Against Resistance to Change

If prospects who are sot in their ways are frequently encountered in your business, take these tips from a sales manager in the office equipmnt field:

1. **Prepare for your approach by gathering all the information you can get about your prospect before you start to sell.**
2. **Begin with top management personnel if you possibly can.**
3. **Watch for opportunities to do a group selling job.**
4. **Interpret such advantages as speed and economy in terms top management understands and appreciates.**
5. **Regard conscientious follow-through as a key element in insuring customer satisfaction and good will, and an opportunity to expand your volume with users.**

BY JOHN BUTTERS
Vice-President, Ward Harris Duplicating Products Corp.*

One of the hardest sales to make is the sale of a system, because you are selling change.

Change in established ways of doing things is nearly always resisted, and most of all—in our particular field—at the clerical level. You may have to overcome skepticism, inertia, or plain opposition even from management, not so much because of the monetary investment required, but because it may look like a lot of bother to change methods, equipment, forms, supplies. You know you have something better to offer than the prospect's current system. But how do you even get a chance to prove it? It's a challenge to salesmanship.

To show one way we meet it, let's take an instance of cold approach and outline the steps from preparation to close and subsequent follow-up, and analyze our reasoning.

My firm, Ward Harris Duplicating Products, Inc., is exclusive distributor in the San Francisco Bay area for A. B. Dick duplicating products. The company, established here since 1942, has 14 salesmen who get rigorous and continuous on-the-job training in our method of selling. One of the first requirements is that a man *never* make a call without thorough advance preparation, a definite plan, and specific objectives. In laying the groundwork for important contacting, our Sales supervisors sit down with a salesman and discuss with him in detail what he is to do.

Here, for example, is a large manufacturer in the territory of Salesman Bill Higgins. This manufacturer has branches in all the principal cities on the Pacific Coast. I asked Higgins one morning, "How come we have no business from these people?" He did not know. He had not been able to get to anyone at the head office. He believed they were satisfied with the equipment they were using competitive with ours.

Bill and I went to our records to see what we could find out about this manufacturer. We have complete records of customers and prospects, accumulated over the years and kept alive, records which tell us at a glance what office equipment they own, particularly duplicating equipment. The records also tell us what the equipment is used for and other information that may afford clues to an approach when the time seems ripe. Sometimes we have a hunch, or specifically know, that certain problems pertaining to paper work exist in an organization.

We found this to be true in the case of our manufacturer-prospect. Our records showed that this firm had put in competitive equipment several years ago and apparently was satisfied. But we felt there were flaws in the system and we did not wish to give up without further probing and a try for the business because this firm represented a big chunk of potential. We had one clue that looked promising for an opening: One of the Company's branch offices had been interested not too long ago in a duplicating process. We went to work on this.

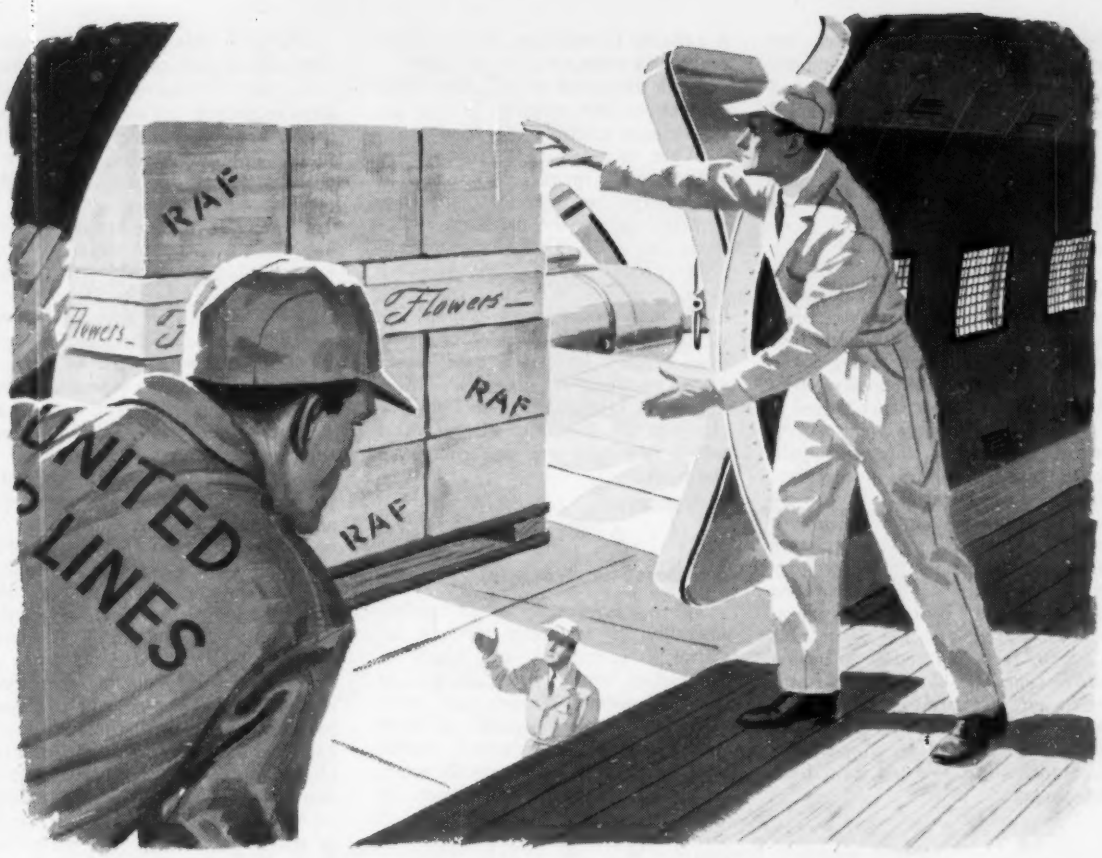
Besides our prospect records, we have market surveys which are made periodically and kept up-to-date. For example, if we have a prospect in the wholesale hardware field, our market data tell us that there are basic applications of our equipment to his particular problem, — order invoicing, purchasing, receiving, production controls, price lists, or all five. It is the same for other industries where we are likely to have prospects or already have customers.

We had general information applicable to the prospect we are discussing and we set out to supplement it with more that was specific. This is one of a salesman's tasks in preparing for his first contact. I have had a man ask: "But how do I find out these facts, these details of a firm's operation?"

My answer is, "Ask!" The telephone is not fully appreciated, and not always used as much as it might be in preparing the groundwork for a selling approach. "Call the company and ask. From the switchboard operator on up, you will find people willing to give you the information you need in a few minutes' conversation."

Knowing the type of competitive equipment the branch was using, having learned what we needed to know

*San Francisco, Cal.



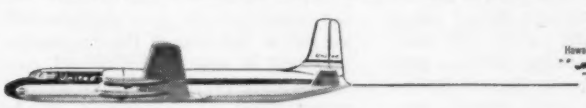
Only UNITED AIR LINES offers Reserved Air Freight space on all equipment

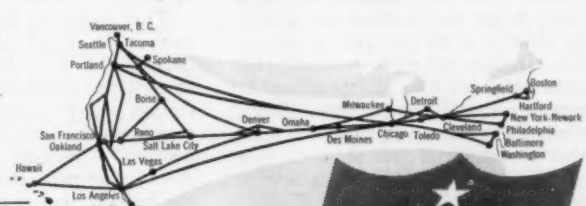
For extra convenience and dependability, United Air Lines can guarantee you space for your shipments through its Reserved Air Freight plan. And only United makes this available on all equipment—over its own routes and world wide as well.

Reserved Air Freight space is just one of the reasons why so many businesses in practically every field are turning to United Air Lines Air Freight. Another is United's route, which links the East, the Midwest, all the Pacific Coast and Hawaii—a total of 82 markets.

And at every point along its Main Line Airway, United can furnish fast, convenient connections to speed your shipments throughout the nation and the world.

Whatever you ship, wherever you ship it, call on United Air Lines for the utmost in air freight convenience, dependability and economy.





For service or information, call or write
the nearest United Representative.
Or write for booklet, "Industry's Flying Partner,"
Cargo Sales Division, Dept. B-2,
United Air Lines, 5959 S. Cicero Ave., Chicago.

UNITED AIR LINES

about some of the procedures, we were pretty certain that the company had some order invoice problems and that the operations were expensive and time-consuming.

We have general presentation techniques with which we might have shown this prospect how, with our system, he could simplify his paper work and save money. But we like to be more specific than that. At this point we did no selling. Double checking, we made sure that the prospect's problems were still unsolved and that no steps were being taken to remedy them. We then asked for a set of the firm's paper work forms.

To obtain them we went to the controller. We told him we would like to make up a set of different duplicating process. We believed we could save the company money in immediate material costs, but, more important save money in the time required, day in and day out, to process this paper. Our contact was receptive—most are if you take the trouble to ask for facts and appear to have a valid reason. We obtained the forms and in our own printing department had samples made up according to the system we intended to propose for this branch office. We call them John Doe forms.

Cause No Trouble

Observe that we did not have to ask for anything as formidable as permission to make a survey. We did not put anyone to any trouble. We did not take up valuable time of clerical or supervisory personnel. The forms used by the manufacturer, the information we had as to how they are used, together with our knowledge of the competitive equipment told us all we needed to know to develop our presentation.

This is true in most standard procedures. If someone ships material out of a place of business and it is charged, certain steps are followed. There is paper to get the material out, a label to identify it on its way, a routing slip. It may be predetermined that some salesman sold it; therefore, he gets a piece of paper. The shipping department keeps a document to show that the material was shipped. The accounting department needs several copies.

Usually, beginning with the order which has come by telephone, mail, or personally, someone writes the details on a three-part form. One copy goes to shipping where a label is made. One goes to accounting and the process is repeated. Each time the facts, names, figures are copied there is a chance for mistakes. And all these operations consume a lot of time.

With the system we sell, everything is done in one writing. It's an instantaneous multiple operation.

When our John Doe forms were ready for our manufacturer-prospect, we arranged an interview. Bill Higgins took along the necessary equipment (an A. B. Dick Azograph duplicator) and supplies, and staged a demonstration. Working with the firm's own department personnel, he cleaned up a 10-day backlog or order-invoice work in half a day. There was a two-hour training period during which Higgins instructed the key clerks in the simple procedures, after which they took over and completed the work.

Cumbersome, Wasteful

When everything was going smoothly, the controller, the sales department executives, and heads of purchasing, order, accounting and other interested departments were called in. It was possible to show them that the organization's procedures were complicated, cumbersome, wasteful, and their system not, in fact, the right one for the job. A vivid illustration was given: "It's like driving a ton truck when a quarter-ton one will do the job."

The selling points demonstrated for the set-up we proposed were: speed, economy, simplicity, versatility, cleanliness. What does greater speed mean? Not merely that the various pieces of paper get through the house faster; speed is more significant. The quicker an order is sent on its way, shipped, billed, and so on, the quicker the manufacturer gets his money. We were able to point out to this prospect, as we have to many, that adoption of a simplified system—of the correct system for the job to be done—has cut accounts receivable from 60-90 to 30 days.

That is one big point we were able to make as, in our demonstration, the backlog of invoicing was rapidly cleaned up. Another, equally demonstrable, was economy. What's killing management is the high cost of doing business. Company after company does a first-rate selling job and gets the business, but costs eat up profits. Yet, without too much trouble, several operations often can be eliminated. If you can replace a person ($2,000 or more a year) with a piece of machinery ($200 to $300) there is an immediate saving. The machine lasts 10 years, and can be written off as depreciation, so add it up.

We were able to show the manufacturer's branch executives how they could save themselves three separate steps in getting out an order. Besides the other economies effected, this meant several thousands of dollars a year less in printing costs. Naturally, they were impressed.

I should emphasize here one of our important practices in selling. We always go to top management if we possibly can. It is almost always a waste of time to go first to the persons who are doing the job. They are the least likely to want to change. If top management is inaccessible, we go to the highest executive we can contact. Who he is depends on what application of our system we hope to sell. If it has to do with price lists, we aim at the sales manager; if profit-and-loss, the auditor. There can be no set policy, since each firm is different. But our experience has taught us that the higher the position the man holds, the more time he has, the more generous he is, and the more receptive to new ideas.

If what you have is interesting enough, he will take you by the hand to interview the man whom no doubt you should have seen in the first place, but this way he will give a more attentive ear. What we impress on our salesmen, however, is never to waste the time of the executives they contact, but always to go to them with something concrete, something embodying provable benefits for the firm.

The Group Sale

It was precisely because our demonstration to the manufacturer-prospect did embody provable benefits that the group of executives we called together were impressed. That afternoon they told our salesman that they were taking the proposed new system under advisement. They promised to call him in two days. They did so. Because the potential here was much bigger than this one branch's business, Higgins and I went together to make the final presentation.

In this case a formal presentation was not called for since we had had the opportunity to do a multiple selling job at the time of the demonstration and it was clear that all concerned were pretty well sold. Formal presentations, when indicated, may be simple or quite elaborate. Usually they are accompanied by samples of procedures (John Doe forms) and a flow chart of what is proposed, together with costs, savings data, and any information we may consider pertinent.



LIKE CALIFORNIA WITHOUT THE BILLION DOLLAR VALLEY OF THE BEES



√ NOT COVERED BY LOS ANGELES AND SAN FRANCISCO NEWSPAPERS

- THE SACRAMENTO BEE
- THE MODESTO BEE
- THE FRESNO BEE

Take a look at the brands making real headway in California. You'll find the leaders have hefty backing in the *inland* market. They use strong schedules in this self-contained area's favorite newspapers, the three Bee newspapers. Together, these three newspapers give you coverage *in depth* of inland California.

* *Sales Management's 1955 Copyrighted Survey*

McCLATCHY NEWSPAPERS

NATIONAL REPRESENTATIVES . . . O'MARA & ORMSBEE

We got the order for that one branch. But we did not leave it at that. I personally made a point of contacting one of the manufacturer's own systems men. With the branch we had sold as a successfully working demonstration, we explored prospects for other plants. To date, between us, we have worked out procedures for two additional plants which greatly simplify this manufacturer's paper work.

Follow-up: Regular Step

Follow-up is a regular step in our selling. Shortly after an installation has been made, we check back to make sure that it is working satisfactorily, is thoroughly understood, and is being used properly. This follow-up has the double aim of ensuring that everyone concerned stays happy with the change, and that we get repeat orders on supplies. The machine sale is small compared with the supply business that goes along with it and that should prove to be continuous. This is not all. Correctly handled the follow-up should result in an enduring relationship between our firm and the new customer. We should make more and more friends in the company. If we make an installation initially in one department only, regular friendly follow-up makes it possible to uncover opportunities for extending our system to other uses. Thus its versatility is evident.

Our salesmen know how to go in with suggestions for any number of additional uses for our equipment, or new applications of our system, once it has been installed. Much additional business is built this way.

There are two frequently encountered obstacles to a quick sale which we did not meet in the case I have described. One is the objection: "Oh, we've got such a supply of forms on hand, and we don't want to throw them out. We're getting along all right." In a situation like this, you must wait patiently, but temper patience with attentiveness. Keeping such a prospect "warm" without being annoying is something of an art. The method must be determined by the circumstances.

Usually, while accepting the objection as valid, we go back in due course with a proposal which we suggest we would like to have considered at the right moment. Then, we check at intervals to find out how the matter is going, in whose hands our proposal rests at the moment. We try to determine whether the stated objection is a genuine one, or a stall. Or, if there is a difference of opinion about accepting our system, who is on "our side," who is not. We follow up, tactfully, in a friendly manner, until we get the order or it is absolutely certain that none will be forthcoming.

The other obstacle is occasional opposition of personnel at the operational level to the introduction of a new machine or system. This can happen in the case of an older employe. A man or woman who has followed a certain procedure for 25 years is rarely receptive to innovation. Making headway with office help may be a far tougher job than selling management.

There are two ways to handle this situation when it arises:

1. Try to make a friend of the "opposition." We may invite the person out to lunch, or arrange a meeting with someone in a similar position in another place of business who has accepted the new system after being suspicious of it and is now enthusiastic.

2. Evaluating the situation differently, we may decide to take a calculated risk and do all our selling at the management level. If we do a good enough job, the time comes when the office is presented with the system on a "this is it" basis and there is no more argument. We may not get 100% cooperation at first. But with a continuing effort to be helpful to everyone concerned through tactful follow-up, I can say that most of those who accept the changes reluctantly soon become boosters for the new system.

The Wrong Man

There is sometimes a related difficulty when a salesman begins by talking with the wrong man. He may be a department head who logically should be approached, but for some reason he doesn't wish to see changes made even though they would be advantageous to his company. You recognize the road block when you find that your contact will not let you go any farther. The most effective way we have found of meeting such a situation, without going over the head of the man in question, is to begin contacting an executive you have determined is the right man, through direct mail. Handled right, it will sometimes happen that he will call you. If he does not, you can get him on the telephone, ask if he received the letter addressed to him, invite his opinion, and then ask for the privilege of an interview to present an idea for saving him money. We have found this effective. It saves face, too.

How rewarding is our total approach? Over the past five years we have increased our business at a rate which leads us to a confident forecast of added gain of not less than 33 1/3% within three years.

The End

Official! The New STANDARD METROPOLITAN AREA .... of EVANSVILLE, INDIANA

OVER 200,000 POPULATION



On October 19, 1955, Henderson County, Kentucky was officially included in the Evansville Standard Metropolitan Area according to the U. S. Bureau of the Budget, Statistical Standards Division. This places the area among the first 100 Metropolitan Areas in the United States.

An Excellent Test Market too!

- Isolated but readily accessible
- Representative in size
- Has many diversified industries
- Has abundance of natural resources
- Has representative, stable economy
- Many other Test Market features

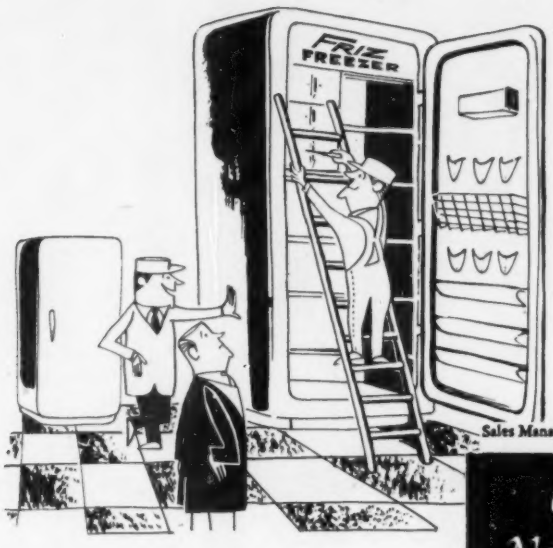


TOTAL 16 county market . . . nearly ½ million population. Courier and Press circulation daily: 8 out of 10 families — Sunday: 2 out of 3.

detailed information: General Advertising Department Scripps-Howard

the evansville Courier | the evansville Press | the sunday Courier & Press

"This is the kind we make for the Growing Greensboro Market!"



BIG, WELL-STOCKED freezers and refrigerators in the Growing Greensboro Market mean more than the presence of hefty appetites in the Carolinas' top sales spot! It also signifies that sales come easier in the Growing Greensboro Market—where 1/5 of North Carolina's $3-billion total retail sales are made! . . . If you are selling food, drugs, home furnishings, appliances, automotive lines or apparel—you can count on the Growing Greensboro Market to produce 1/5 of the state's total sales in these categories . . . Biggest and best salesman in this major market is the 105,000 daily circulation of the GREENSBORO NEWS and RECORD . . .

Only medium with dominant coverage in the Growing Greensboro Market, and with selling influence in over half of North Carolina!

Sales Management Figures

Greensboro News and Record



GREENSBORO, NORTH CAROLINA
Represented by Jann & Kelley, Inc.

EVERYBODY READS YOUR AD IN THE BEACON JOURNAL



CIRCULATION
Evening, 157,856
Sunday, 164,616

POPULATION
Metro. Area, 446,100
Ret. Tr. Area, 578,300

ONE LOW RATE
Evening or Sunday

YOU GET COMPLETE COVERAGE IN AKRON'S ONE BILLION FORTY MILLION DOLLAR MARKET

Akron's ONLY newspaper gives you complete and exclusive access to Akron's important Billion Dollar Market. Other comparable markets require TWO papers to do the job. Akron's one powerful newspaper, at one low cost, either Evening or Sunday, is a best buy for you. R-O-P Color available Daily or Sunday.

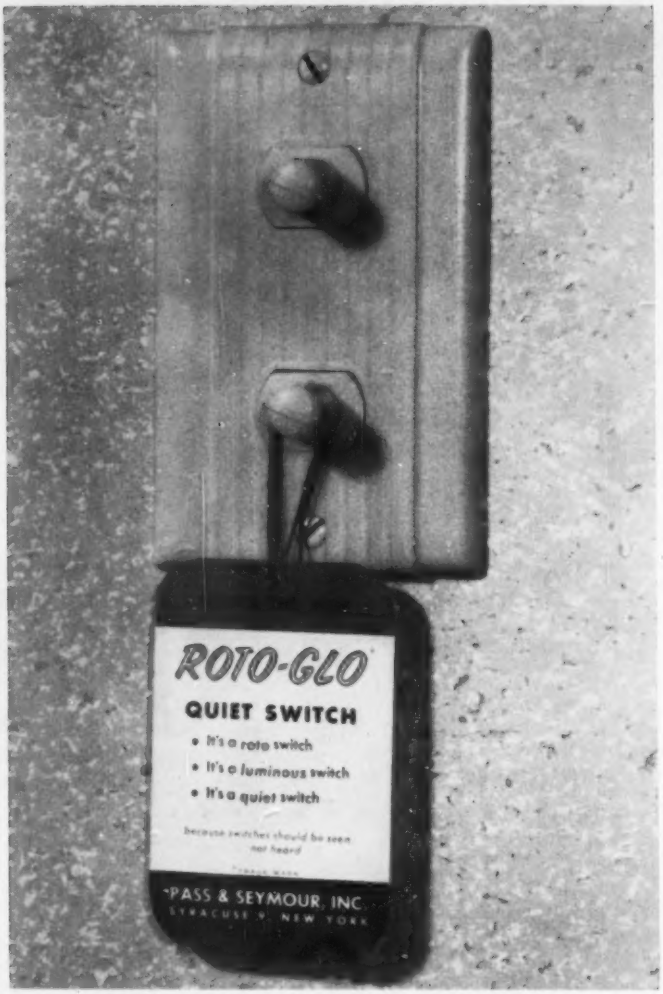
AKRON BEACON JOURNAL

STORY, BROOKS & FINLEY, REPRESENTATIVES - JOHN S. KNIGHT, PUBLISHER

This New Product Almost Flopped. It Was Saved by . . .

The Firm's First Consumer Ads

BY T. A. MAGER
Assistant General Sales Manager, Pass & Seymour, Inc.*



NOT IN 65 YEARS had Pass & Seymour advertised to consumers. But the company quickly saw the need for a hang tag and other forms of promotion and advertising. Result: Distributors who had stocked up on the word of salesmen began to sell switches to home builders.

Exactly a year ago, Pass & Seymour announced the new Roto-Glo Quiet Switch. The company was unprepared for the enthusiastic trade response. The entire first production run (an estimated six-month supply) sold out to distributors in three months.

The company was equally unprepared for the sequel. After the initial enthusiastic rush, our sales force of 50 salesmen serving P&S distributors found that reorders just weren't developing. Though our distributors had stocked up on the new switch quite liberally, they were not moving them from wholesalers' shelves into new construction. Examining the pattern of orders, we were forced to assume that distributors had stocked the new switches on the say-so of our salesmen. A great compliment to our sales force, but not much help in establishing the product on the market.

P&S is a 65-year-old-firm—one of the oldest and most respected in a traditionally cautious industry. Never in the firm's history had we advertised to the consumer. All sales are made through electrical contractors who install our devices.

The new Roto-Glo Quiet Switch had been designed to meet the demands of contractors and builders for something new, a switch that could be "sold" to the public. Since most home wiring is hidden from the prospect's view, the building industry needed a switch that could be easily identified — a switch that incorporated definite, demonstrable advantages.

Working closely with Sales, the P&S engineering department developed the Roto-Glo to meet these specifications. The Roto-Glo is a quiet switch. Quietness has always been identified with quality. It turns on with a roto-action instead of a lever. This is entirely new. It also makes the switch easy to identify in advertising and on the wall. As its name implies, it glows in the dark — an extra sales feature and a big help to anyone who has ever groped along the wall to find a switch in a darkened room. Other technical advances were incorporated in the switch that should make it of special interest to contractors.

But despite the care, despite the fact that the switch was an answer to the industry's request, distributors were not moving their stock. Something had to be done.

*Syracuse, N. Y.

How to turn Advertising into Marketing



There are two ways to approach an advertising problem, as we see it.

One is to look at it as an advertising problem.

The other is to assume that basically there isn't any such thing as an *advertising* problem—only *marketing* problems, some of which can be solved by advertising.

We believe in the marketing approach to advertising. In simplest terms, we want to know where we are going. Or more specifically, we want to know where our clients want to go.

We believe that sales (the ultimate goal) depend on an integrated marketing program, of which advertising is only one, although a very important, element. Others are sales organization and training, pricing and profitability, distribution channels, potentials, and so on.

Advertising, to have a full chance to succeed, must be related to these other elements. Good advertising must always be based on marketing facts and marketing objectives.

This approach is so simple and so basic that sometimes it seems hardly worth so much underlining. But we defy anyone to sit down and write really successful advertising without knowing what it's supposed to do.

Is it supposed to overcome price resistance?

Is it supposed to establish the advertiser's technical competence in a technical field?

Is it supposed to identify the advertiser and his dealers as good people to do business with?

Is it supposed to attract better dealers to the advertiser's product?

In short, we want to know what and where we should apply our creative abilities to help our clients reach their marketing objectives.

We want the facts, first. Advertising comes afterward and it's better advertising because it's based on facts.

We contend that our marketing approach produces successful advertising for any product.

What we *don't* know about a specific product, we can find out quickly.

What we *do* know about selling, about selling appeals, about integrated advertising programs at all levels of durable goods selling, has convinced us that the principle of creating good advertising is unchanging:

Know what you are trying to accomplish.

Marsteller, Rickard, Gebhardt and Reed, Inc.

ADVERTISING

CHICAGO • PITTSBURGH • NEW YORK

AFFILIATES

PUBLIC RELATIONS • BURSON-MARSTELLER ASSOCIATES, INC.

MARKETING COUNSEL • MARSTELLER RESEARCH, INC.

Make P.O.P. pennies work like dollars



WITH Ad Banners BY HOLLYWOOD



Anywhere and everywhere, for any type of product there's a super-durable Gleam-Satin banner, sash, miniature or pennant by Hollywood that can make a penny budget do the work of dollars.

Squeezed for new Sales Promotion ideas? Then send for our FREE Idea Book. You'll say it's worth a million.

HOLLYWOOD BANNERS

116 East 32nd Street, New York 16, N. Y.
Telephone ORegon 9-4790

INTRODUCING A NEW PRODUCT ?



Make it a success!

Get the facts across —FAST and CLEAR with the versatile BESELER VU-GRAPH. Helps you SELL the product advantages, EXPLAIN its uses, INCREASE its sales.

BESELER VU-GRAPH OVERHEAD PROJECTOR

Projects pictures in brilliant color to an audience of 4 or 400 easily! And in a fully lighted room. Vu-Graph gives you startling new ways to explain and sell your product advantages.

Write to Beseler for the new free brochure: "How to Communicate Your Ideas—Get More Business."

CHARLES Beseler COMPANY
EAST ORANGE, NEW JERSEY

Up to this time, P&S, like most other wiring device manufacturers, advertised through catalogs and through the "traditional" electrical contracting publications. There was no question that this program, adequate as far as it went, was not doing the job.

To help crack this sales problem, we called on Donald Nowak, vp, Chapman-Nowak & Associates, Syracuse. He suggested that we take our sales talk directly to the consumer, at the same time intensifying dealer promotion. The reasoning: The only way to move the switches from the distributors' shelves is to waken consumer demand. Everyone wants the latest model (whether it's a new car or a new wiring device); tell the public the new switch is available, show it to them, and they'll create the demand that will move the switch from distributors' shelves.

Full Ad Program

The agency and the sales staff went to management and presented the program. It included a healthy consumer advertising budget (it turned out to be 12% of total advertising budget); provision for a stepped-up campaign to distributors and contractors including trade advertising, direct mail and point-of-purchase display; a publicity budget to push the switch into model homes and publication-sponsored houses; provision for printing special consumer pamphlets and other "special" promotion devices. Most of this program was "revolutionary" in the wiring device industry. Many features of the program, including consumer advertising, had been used only on a limited scale. Some projected ideas had not even been tried.

Management liked the idea. The budget was assigned and our sales staff went to work with the agency to push the program through. As a result, for the first time in its history, P&S began a campaign in home service publications. *House Beautiful, Better Homes and Gardens, The American Home, Small Homes Guide* and *House & Garden* all got Roto-Glo advertisements.

In addition to selling the new Roto-Glo Quiet Switch, these ads all offered (for 10 cents) a booklet specially designed to show the consumer exactly what "Modern Electrical Living" demands in the way of wiring devices.

Trade advertising, devoted specifically to Roto-Glo included advertisements in the following magazines: *Electrical Construction and Maintenance, Electrical Wholesaling, House and Home, Architectural Record, Institutions Magazine, American Builder,* and *Practical Builder.*

To steam up jobbers, the agency designed direct mail broadsides emphasizing the promotional pressure that was being put behind the new Roto-Glo switch, the selling aids available from P&S.

Among the many aids we worked out was a "mobile." Originally designed to hand in distributors' local sales offices, it has been used in model homes and electrical contractors' offices. Why be buried behind a dozen counter cards when you can attract attention by the use of a moving display?

A tag was designed to be hung on new Roto-Glo installations, wherever they may be—in homes, schools, hospitals or exhibition homes. The tag reiterates the three Roto-Glo advantages: "It's a Roto-switch. It's a luminous switch. It's a quiet switch." Contractors are happy to hang this on the switch since it gives them one more opportunity to tell the buyer that he is getting the best money can buy.

Book matches featuring the Roto-Glo are being used by our distributors to hand out to contractors, getting the sales message across again and again.

Letterhead labels are furnished to all distributors and contractors for use on their stationery. These labels stress the "quiet" feature of the switch.

Folders Made Available

Giveaway folders have been made available on a large scale for use at home shows and in model homes.

We created a lot of sound and fury. Now, what did it signify? The program is undeniably a success — so much so that the entire Roto-Glo budget will be doubled this year.

The first consumer advertisement broke in September. By the end of the year we had received 6,000 consumer inquiries asking for more information about our new switch. The accelerated trade program, emphasizing what we are doing to reach the consumer with the Roto-Glo story, garnered 4,400 trade inquiries in the same period. During the last quarter of 1955, the new switch was specified for housing projects approximating 15,000 homes, plus an unknown number (in the thousands) of homes built to individual specifications, apartment buildings and motels throughout the country. Sales tempo has picked up and the switch is moving rapidly from jobbers' shelves to home owners' walls.

The End

Another Success Story

How to land "butter side up"

Butter was scarce during the war. Women couldn't buy enough of it. Butter was plentiful after the war. But women *didn't* buy enough of it. So dairy farmers acted through their American Dairy Association.

American Dairy Association decided to give butter powerful advertising. They divided their money two ways. To one top show, *Disneyland*, went their TV budget—to remind all the members of the family how good butter is. To one top magazine, *Ladies' Home Journal*, went their major print budget—to sell the buying members of the family: the women.

The Journal launched a big, year-round schedule for real butter. At the same time, the Bellringer—the Journal's famous merchandising service for grocers—pitched in with ideas retailers could use to promote butter at the point of sale.

Today, dairy farmers have landed "butter side up." For the past two years, instead of continuing down, per capita butter sales have increased substantially. Home consumption has been increasing even more dramatically.

And for a big share of this success, they thank the power of the Journal—the No. 1 way to influence women.



"We're selling to women the No. 1 way—and in the No. 1 women's magazine,"

says Lester Will, General Manager of the American Dairy Association.



"Ever since we began using Ladies' Home Journal, we've been able to feel the tremendous impact of this great magazine on butter sales. Our sales facts show that we've not only wooed many women *back* to real butter—but we've also won many *new* women customers for real butter. Naturally, in the coming year, the Journal will continue to spear-head the industry's advertising for real butter."



Never underestimate the power of the No. 1 magazine for women...

Ladies' Home JOURNAL A CURTIS PUBLICATION



263 PIECES IN THIS RICH PIE!

No employer in the South Bend-Mishawaka area takes too big a piece of the employment pie. There are 263 industries in this market—14 employ more than 500, 39 employ more than 100. Their products range from machine tools to croquet sets. This diversity helps make South Bend the Nation's 5th richest market in family income. One newspaper, the South Bend Tribune, saturates this great market. Write for free data book.

The South Bend Tribune



The South Bend, Ind. Market: 7 Counties, 1/2 Million People

Franklin D. Schurz—Editor and Publisher

STORY, BROOKS & FINLEY, INC. • NATIONAL REPRESENTATIVES

EXECUTIVE SHIFTS IN THE SALES WORLD

American Motors Corp....
William N. Bauer to manager, marketing, Kelvinator Division.

The Bristol Co....
Peter B. McSherry, Jr., to sales manager, Socket Screw Division.

Bymart-Tintair, Inc....
Harry B. Wasserman to v-p and general sales manager.

Chrysler Corp....
Richard E. Forbes to director of advertising and sales promotion.

Corn Products Refining Co....
A. N. McFarlane to v-p, general sales manager.

Fleischmann Distilling Corp....
Van B. Stith to v-p, sales.

Foote Bros. Gear & Machine Corp....
Richard H. Ewert to newly created gearing sales manager.

Four Roses Distillers Co....
Bradley Houghton to advertising manager.

General Dynamics Corp....
William F. Hafstrom to manager, marketing, Government Contracts Division of Stromberg-Carlson.

General Electric Co....
Robert C. Wilson to manager, marketing, Distribution Assemblies Department.

General Motors Corp....
Willis J. Oldfield to sales promotion manager, AC Spark Plug Division.

Greyhound Corp....
Edgar A. Jones to advertising and public relations director.

The House of Seagram, Inc....
Jon Sobotka to advertising manager; Daniel J. Mahoney to sales promotion manager, General Wine and Spirits Corp.

Philip Morris Inc....
John R. O'Connor to national sales manager.

National Gypsum Co....
John W. Brown to senior v-p, marketing, and Wade W. Hildinger to v-p, general sales.

National Supply Co....
M. E. Swaim to new post of general manager, sales.

Quick Manufacturing, Inc....
Burt McKaig to sales manager.

Servel, Inc....
Harry Bowser to sales manager, Home Appliance Sales Division.

Sperry Rand Corp....
A. C. Barioni to general manager, sales, advertising, sales promotion.

The Stanley Works...
Clyde S. Gischel to new post of director of marketing.

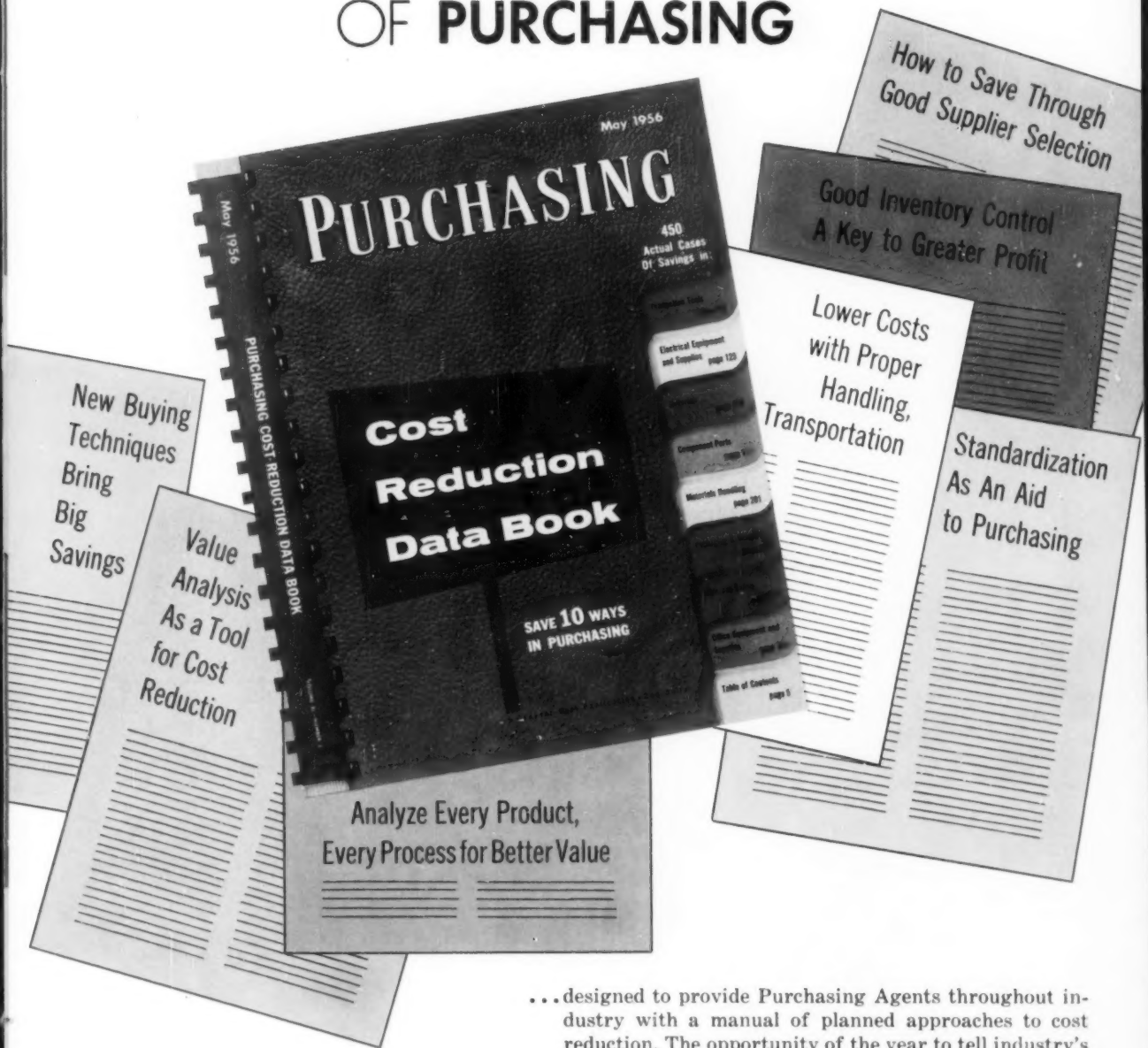
Sterwin Chemicals Inc....
Robert S. Whiteside to president and William X. Clark to v-p, sales. Company a subsidiary of Sterling Drug Inc.

Thor Corporation...
Gregory J. Oehman to general sales manager.

Worthington Corp....
R. K. Grobholz to manager, Power Pump Sales Division.

Announcing

THE MAY COST REDUCTION EDITION OF **PURCHASING**



. . . designed to provide Purchasing Agents throughout industry with a manual of planned approaches to cost reduction. The opportunity of the year to tell industry's PAs about the advantages of your product—in an issue they study carefully, and refer to again and again. For complete details, turn page . . . . . .

WHAT'S IN THE ISSUE...

The May *Cost Reduction Edition* of PURCHASING will feature a comprehensive editorial presentation of cost-reducing objectives and techniques in 10 major areas of purchasing activity—a practical guide to solving the industrial buyer's No. 1 problem: where to look for greater value and how to achieve it.

This broad program will be supported by 450 specific case histories distributed among the 8 classified product sections of this cost reduction manual:

- PRODUCTION TOOLS AND PROCESSES
- MATERIALS
- MATERIALS HANDLING
- MAINTENANCE, REPAIR AND OPERATING SUPPLIES
- ELECTRICAL EQUIPMENT AND SUPPLIES
- COMPONENT PARTS
- PACKAGING AND SHIPPING
- OFFICE EQUIPMENT AND SUPPLIES

You can specify that your advertising be incorporated in any of these sections—to explain the advantages of your product right in the section where it belongs. The PA will read your message when he is studying the pertinent sections for just the information you offer.



HERE ARE JUST A FEW OF THE COMMENTS WE RECEIVED ABOUT THE 1955 COST REDUCTION EDITION OF PURCHASING...

GENERAL ELECTRIC COMPANY

"Your handling of Value Analysis relationships from so many different but essential angles will provide a sound basis for the development of successful programs by innumerable companies. Many men, both within our company and in other companies, have commented upon the thoroughness and value of the presentation."

L. D. MILES,
Manager--Value Analysis

J. M. Huber Corporation

"The June issue of Purchasing Magazine, 'Purchase for Profit,' was a tremendous project and one for which your magazine and staff can be justly proud."

E. M. KRECH

AIR REDUCTION COMPANY
INCORPORATED

"...most helpful to me...I would appreciate it very much if you could send me 15 copies."

R. N. CHAPIN,
Gen'l Purchasing Agent

Ford Motor Company
AIRCRAFT ENGINE DIV.

"The June issue of Purchasing featuring the articles of 'Value Analysis'... a practical guide to cost reduction... is extremely interesting and I am passing it around to all our Senior Buyers as well as our Purchase Analysis Department."

C. O. SLAGHT,
General Purchasing Agent

CHRYSLER CORPORATION

"Congratulations to all of you for the masterful job you did in your June issue of PURCHASING."

C. L. BROWN

CARRIER CORPORATION

"We are having three copies indexed for ready reference by our Value Analysis Group."

A. G. RUEDIGER,
Director of Purchases

Fairbanks, Morse & Co.

"Would greatly appreciate an additional copy of Purchasing Magazine, June 1955 issue. The article appearing in this magazine, entitled 'A Practical Guide to Cost Reduction' is terrific."

L. C. BAUER,
Purchasing Agent

NORTHROP AIRCRAFT, INC.

"This issue is a practical guide to cost reduction. Certainly it must have been the talk of the convention this year."

A. G. PEARSON,
Staff Assistant

PUROLATOR PRODUCTS, INC.

"June Cost Reduction Edition will be circulated through our department and become a permanent part of our Purchasing Department files."

JOSEPH G. VAN NEST,
Vice President
In Charge of Purchases

YOU PROFIT FROM **EXTRA** ADVANTAGES WHEN YOU ADVERTISE IN THE **MAY COST REDUCTION** EDITION OF **PURCHASING**

TIMELINESS! Timed for circulation when the National Association of Purchasing Agents meets in annual convention.

EXTRA CIRCULATION! Through distribution at the NAPA Convention – through purchase of many additional copies for company buyers – through greater pass-along.

MERCHANDISING! It is actively merchandised to all readers and is eagerly awaited by industrial purchasing agents everywhere.

LONG LIFE! A year-round reference because of the hundreds of cost-saving case histories it contains.

SECTIONALIZED! With the help of special classifying, you can present your product advantages in the section where it best applies. There will be 8 sections: production tools and processes; materials; materials handling; maintenance, repair and operating supplies; electrical equipment and supplies; component parts; packaging and shipping; office equipment and supplies.

Management looks to the PA to cut costs . . . the PA looks to PURCHASING. This COST REDUCTION EDITION is specifically designed to help him with his Cost Reduction program.

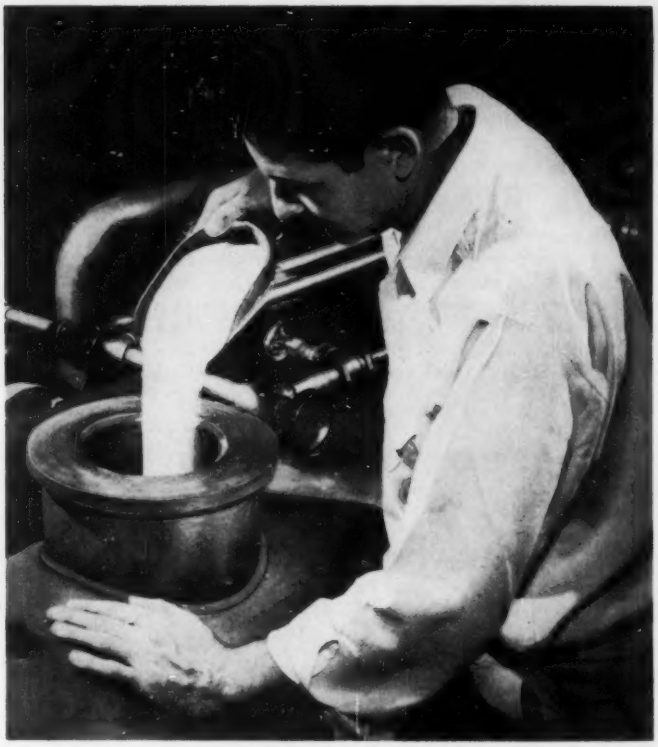
REGULAR ADVERTISING RATES APPLY
CLOSING DATE IS APRIL 10th



TO SELL AN INDUSTRIAL PRODUCT—
PUT **PURCHASING** POWER BEHIND IT!

A Conover-Mast Publication
205 East 42nd Street, New York 17, N. Y.

A basic magazine on any industrial advertising schedule!



LESS THAN 1% of sales dollars is the cost to F. J. Stokes Machine of its research and testing laboratory, which is an effective aid for field salesmen.

How to Make Your Test Laboratory Pay off in Sales and Goodwill

The technician (photo above) is the good right arm of the typical field salesman for F. J. Stokes Machine Co., Philadelphia. The technician is running a moisture content test, in this instance, at Stokes laboratory known as the Advisory Service.

A Stokes' prospect or customer has presented a problem to a Stokes salesman, who in turn puts the question up to the lab experts. If the answers turned up by the lab are right for the prospect, the field salesman can log a sale as high as $125,000, the price for one type of vacuum furnace.

Stokes manufactures pharmaceutical processing machinery, drying machinery, chemical processing machinery, plastics molding machinery, and tabletting machinery for pharmaceuticals, metals and explosives. In addition, the company produces machinery for vacuum impregnation, vacuum metallizing and vacuum puffing. Stokes is divided into four divisions, according to products, with a product manager (sales manager) who directs the marketing of his particular line.

Through its nine district offices, Stokes has 25 field men — most of them engineers — to call on prospects and customers. The right arm of each salesman is "his" laboratory. Here, for his prospect, the salesman can evaluate machines and processes, determine probable production rates and establish reasonably firm figures for manufacturing costs; all before the prospect spends a nickel for new equipment.

"Our primary objective in establishing this extensive laboratory," says David E. Stokes, manager, market development, "has been to provide our customers with the means for determining the most practical methods for making a particular product — whether a new product or an old product than can be improved or more economically manufactured."

Cost to a prospect for laboratory experimentation on his problem is nothing if tests result in his buying a piece of Stokes equipment. If he doesn't buy, cost is just $10 an hour for laboratory use. This hourly rate includes time of technicians and specialists as well as use of all equipment.

Example: If it takes eight hours to establish the practicality of using a tabletting machine to produce a special metal part, the $80 laboratory fee is applied to the price of the machine as a credit when the prospect buys the machine. This credit is charged to Stokes' Sales Department as a sales expense.

Many problems Stokes salesmen have sent to their laboratory to solve for prospects require no tests. Laboratory engineers, over the past five decades, have met most of them before and can come up with answers immediately. When new materials are involved, however, tests are run using the prospect's own materials, with operations geared to his plant requirements. Average tests involve comparatively few hours, although a few run into months.

As an arm of Sales, Stokes laboratory can do all these to aid salesmen in closing a sale of Stokes machinery:

1. Test various formulations of a prospect's materials for their suitability to processing.

2. Try out proposed changes in a customer's processing techniques to find the most satisfactory procedures, temperatures, relative humidity, cycle time or other variables.

3. Determine the most suitable and economical size or type of equipment for a prospect's plant.

4. Help to develop special designs or modifications of standard equipment for a prospect's purposes.

"Not every company can afford to maintain its own laboratory facilities," says David Stokes. "But even the smallest companies usually can find money for at least a modest amount of product research and development. Here's a way such companies can make that money work hard for them — without a large investment in equipment — by teaming up with the development engineers in laboratories of manufacturers of processing equipment like Stokes."

Stokes merchandises its laboratory through advertising and publicity. It has some 30 vertical business publications on its advertising schedule. Through its advertising, Stokes prompts companies to seek its help to solve a manufacturing problem.

A majority of Stokes salesmen's calls are to follow up inquiries developed by advertising, publicity or trade show contacts. Stokes participates in about five industrial shows a year in the fields of metal, chemistry, packaging, plastics.

To assist salesmen to develop new prospects, Stokes lab sends out application reports. These reports tell of new uses for machinery and give district offices a new batch of prospects on which to work.

From application reports, district managers develop a list of best prospects in the area and assign salesmen to make "cold" calls. Armed with a lab "back home," salesmen are prepared to meet any question or problem.

Laboratory tests are scheduled weeks in advance; however, an emergency call from a field salesman usually results in his getting a rush test through if an imminent sale is in the balance.

Maximum prospect service and attention is important for Stokes. While it manufactures many different types of machines and has many very specialized pieces of equipment for sale, it has competition in every line it produces. It uses the laboratory as a "plus" in making a sale.

2.2% for Promotion

A high percentage of tests run in the lab result in sales. Therefore, the big job is to keep a steady flow of problems coming from prospects. Stokes spends 2.2% of sales for advertising space, publicity, direct mail, catalogs and trade show participation. In addition, many company specialists speak at technical meetings to tell about new developments and further promote the name of Stokes.

Stokes' lab is an excellent barometer of sales activity in the field. Walk into it at any time and you will see the result of sales calls. In one corner, a test of a wax and metal tablet for use as a valve closure might be running. A large freeze-drying unit might be in operation to test its applicability on some kind of food or new pharmaceutical.

Questionnaires are supplied to field salesmen so that they can get all the facts required by the laboratory before running a test for a prospect. With the questionnaire, the salesman must get the prospect to send in a batch of materials to be tested. For tabletting tests of medical or candy products, salesmen usually ask for five to 10 pounds of material. One or two pounds often will suffice if the material is very expensive and tablets to be made are small. For mixing and dry-



"Here's Your Herald-Express, Mister"



Another reason why THIS newspaper has the **LARGEST EVENING CIRCULATION** in Western America is because so many readers buy it TO TAKE HOME. There it is read, and enjoyed, by all the family.

Remember! In the Evening, Los Angeles Reads and Prefers the

Represented Nationally by MOLONEY, REGAN & SCHMITT, INC.

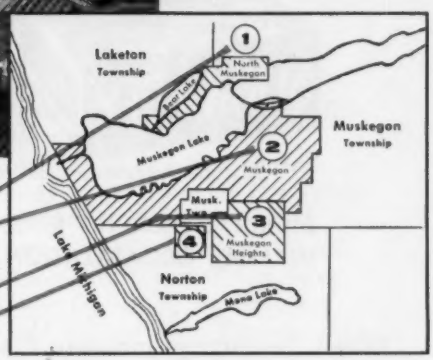
HERALD-EXPRESS

"Largest Evening Circulation in Western America"

NOT ~~48,429~~ BUT 87,819



4 in 1



City of North Muskegon
City of Muskegon
City of Muskegon Heights
City of Roosevelt Park

4 Cities but . . .

1 ABC* City Zone with 87,819 Population

It just isn't right! . . . when some take the 48,429 population of City of Muskegon (No. 2 above) and overlook the additional 39,390 population in the same urban area. The ABC Muskegon City Zone population in 1950 was 87,819 and a conservative estimate for 1956 is 100,000. So that's your Muskegon city market today . . . and there's an additional 85,000 population in Muskegon's close-in, compact retail trading zone. Only The Muskegon Chronicle with its 44,395 circulation brings you the kind of coverage you want in this big market . . . 99% coverage in the City Zone and an additional 15,791 circulation in the retail trading zone.

Full employment and high retail sales characterize Muskegon today. New plants in the Muskegon area costing $35,000,000 have just been built or are under construction for DuPont, Union Carbide, Hooker Electrochemical and Misco Precision Casting Company. Ship tonnage is increasing rapidly and Muskegon is preparing for greater harbor traffic upon the completion of the St. Lawrence Seaway.

*Audit Bureau of Circulations

"the best of Michigan"

BOOTH NEWSPAPERS

BAY CITY
SAGINAW

KALAMAZOO
JACKSON

FLINT
ANN ARBOR

GRAND RAPIDS
MUSKEGON



it's in your bag!

the **SAVINGS** by using

SPRING-DEX®

the vertical and visible wonder!



regardless of your present system, you can convert to this easy labor-saving method

1/10 the cost of Visible.

ALL the Advantages of Vertical and Visible.

Effective Tools for Effective Management

WASSELL ORGANIZATION, INC. Westport, Conn.

When the surveys indicate that

WHBF am. fm. tv.

is the

"QUAD-CITIES' FAVORITE"

. . . we believe that this distinction has been earned and achieved through the 25 years of continuous, reliable WHBF service in the broadcasting of news, education and entertainment to an appreciative Quad-City community . . . now ¼ million people.

●

LES JOHNSON, Vice President & General Manager



one of the FIRST 100 MARKETS

according to Sales Management's Survey of Buying Power among the 165 Standard Metro. County Areas.

WHBF CBS FOR THE QUAD-CITIES

AM • TV -- ROCK ISLAND

Call **AVERY-KNODEL** — New York, Chicago, Detroit

2½-Day Weekend

American people are busy during their leisure time. They consume least during working time and do the overwhelming portion of their consumption during their leisure time. This 2½-day weekend has played a role in consumption economics almost as important as the wheel in production. It has created a percentage increase in the time for leisure which is huge in comparison with what we had. It has been the basis of the much-used, and somewhat abused, word "suburbia."

Paul M. Mazur in New Horizons for Business, $3.00

ing tests, 25 pounds are required.

Three to five pounds is in most cases sufficient for tests of powder metal processing, and for vacuum metallizing, salesmen ask for six to a dozen samples of the parts to be finished. Unused material is returned.

Because almost all laboratory tests involve a new step, new process or new product for a client or prospect, security is important. Therefore, all information concerning customers' new products is kept in confidence by Stokes unless and until permission is given to discuss the work the laboratory has done.

An important extension of the laboratory is Stokes' requirement that salesmen install the equipment they sell. Salesmen can call on the service department for assistance in a complex installation, but salesmen themselves must take an active part.

First use of a new piece of machinery is important to Stokes because future business from the customer depends on early satisfaction. Thus, when a sales engineer installs the new equipment, puts it in operation and stands by for first tests, a qualified Stokes representative is on hand to explain equipment features, handle emergencies and insure complete customer satisfaction.

Stokes laboratory is the most important aid its salesmen have because it provides prospects with a research tool they might not be able to afford.

"Product research and development cost money," explains David Stokes. "But in these days of rapid technological progress, it provides the vital life-renewing essence without which a manufacturer can hardly hope to survive and grow." **The End**



Now We Say It with Flowers*. . .



What keeps the life in rosebushes is what puts more life in packaged goods selling. It's *aluminum* packaging, with the built-in promotion that's making marketing history... the Reynolds Wrap Aluminum Packaging Seal!

Look over today's market shelves and see how the gleaming foil packages have multiplied. Count the growing number that carry the Seal. And check your customers... *they know the difference.* In a recent Consumer Study, *83.7% of all respondents felt that aluminum foil wrapped products offer them extra advantages—citing "Protection of Food Freshness" and "Protection of Food Quality" as major benefits.*

Call the nearest Reynolds Sales Office for full information on Reynolds Wrap Aluminum Packaging and the Seal that tells its story. Or write to **Reynolds Metals Company,** General Sales Office, Louisville 1, Ky.

*This ad appears in full color in March "McCALL'S" and in April "FAMILY CIRCLE" (Kroger edition).

The Sales-Boosting Story of this Seal

Steady, Powerful Consumer Promotion

Every month, full-color, full-page national magazine advertising. *Every week,* network TV promotion. And *every minute* thousands of packages with this seal passing over the nation's check-out counters. More than 3 billion a year! Ask about Reynolds colorful "rainbow" displays of all foil-packaged products, store-wide!

See Reynolds great dramatic series "FRONTIER", Sundays, NBC-TV network.

QUALITY PROTECTED WITH REYNOLDS WRAP ALUMINUM PACKAGING

McCall's

JOURNAL

Better Homes and Gardens

Family Circle

FRONTIER

THAT'S RIGHT! WE'LL GIVE YOU

Distribution Costs

ANYWHERE IN THE UNITED STATES

and in Mexico



◀ CALL NEW YORK

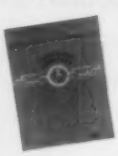
John Terreforte, Eastern Manager, will be glad to furnish actual warehousing and distribution costs, and to outline for you the many services available through American Chain of Warehouses. Write to Mr. Terreforte at 250 Park Avenue, New York 17, N. Y., or call Plaza 3-1234.

CALL CHICAGO ▶

Henry Becker, Western Manager, also is a specialist in the storage and distribution of merchandise, and he will supply you with information of the facilities of American Chain of Warehouses. Write to Mr. Becker at 53 West Jackson Boulevard, Chicago, Ill. Telephone: Harrison 7-3688.



CALL THE NEAREST MEMBER OF AMERICAN CHAIN OF WAREHOUSES



FREE MEMBERSHIP DIRECTORY, available on request, contains a complete listing of members, and their facilities. To obtain a copy write to: John Terreforte, 250 Park Avenue, New York City.

Why You Should Choose American Chain of Warehouses

1. Finest Storage Facilities
2. Capable Personnel
3. Modern Handling Methods
4. Good Customer Relations
5. Special Services
6. Wide Market Coverage

AMERICAN CHAIN OF WAREHOUSES, INC.

A Nationwide System of Public Warehouses

Every Link A Strong One

MAIL PROMOTION

BY JANET GIBBS
Sales Promotion and Direct Mail Counsel

Direct Mail: A First-Class Researcher of Market Facts

How long has it been since you've made an effort to find out why your customers buy; how they use your product; why some people don't buy?

How long has it been since you found if your advertising by mail (or through any other medium) was really delivering your sales story; if it gave prospects the kind of information they need to understand how your product or service will benefit them?

Fact-finding by mail can be the most important step you take in advance of developing a sound selling and advertising program. Here are some ideas for research-by-mail that may work for you:

Research for new ideas: New sales and merchandising slants can be developed by getting market facts. You can find out *what* to sell, *how* to sell it, to *whom* to sell and *where* the selling is best.

Because direct mail offers you an excellent opportunity to "test" products, offers, etc., you'll soon find out whether what sounds like a good offer to you is a dud or a money-maker. Same thing applies to other variables, such as timing, location or territory. They all affect sales.

Finding new markets and outlets: There may be many new outlets through which you can sell your products or services . . . again, d.m. offers opportunity to pretest; to measure results; to continously retest, research and develop new markets.

Change of format: Your most successful mailing may do better with a change of format—because a change of pace is needed, or to cut costs. But you should research and test each major change. You may find you cut costs and lose sales—or spend more mail advertising dollars and find increased sales at the higher costs mean lower profits.

Find new uses for old products: Ask questions of your customers. Often you'll come up with new ideas for use and increased consumption of your products . . . for merchandising and selling. If you use a questionnaire, make it easy for the customer to respond; another method of getting information is through use of inserts or outserts with packages.

Some ideas for research-by-mail do double duty as mail promotion too. But fact-finding is their job, so . . .

Explore new territory by mail: Check new territory to determine the need for personal salesmanship; or, if distance is great and cost high for personal coverage, or lack of manpower is your problem—mail selling may be your answer.

Sampling products: To introduce a new product or revive an old one; to determine the extent of demand for a new or dormant product. The extent of your sampling program, by mail, will depend on the product and response wanted. Sometimes sampling is costly—but worth-while . . . don't wait for prospects to come to you if demand is created by sight, scent, touch or use of your product.

You'll find you can sometimes handle sampling along with the sale of another product—or cooperatively with noncompetitive firms—and keep costs down.

Ask advice of dealers, distributors, consumers: Ask questions. They can produce needed information based on firing-line experience. Use it to make your product more salable, advertising and mail promotion more effective . . . the information will point up good sales slants plus the resistance you must overcome in copy and sales approach.

Ask questions of employes: By using letters, questionnaires, you can arouse a common interest in your business. You'll get sales ideas, time- and money-saving tips no efficiency expert could dream up. The boys and girls doing

the job can often do a better one—if they are sold on it. It's not money alone that counts to a good worker. Give credit for good ideas—that pat on the back, in print, can be valuable.

Here, then, are some of the ways in which research-by-mail may benefit your business. While it isn't practical to attempt a pattern for all testing of ideas, there are some proved techniques for fact-finding by mail you should use:

1. Use a carefully selected cross section of your entire market. Include customers and prospects, large and small companies of various kinds in different territories or locations. If possible, address to the executive most likely to know the answers you want. Use personal names if you can . . . otherwise use titles.

2. Make your questionnaire short, simple, easy to read, easy to answer. And if you're really looking for answers, don't load it with leading questions, weighted in your favor.

3. Use a letter plus separate questionnaire which should, preferably, be printed on different colored paper. Enclose a stamped or prepaid reply envelope.

4. Offer a gift or premium to increase the number of replies.

There are other uses for research-by-mail and you'll develop them to fit your sales pattern. It won't be necessary for me to use a crystal ball in predicting you'll make more sales when your plans are based on known facts.

Here are some briefed reviews of research projects handled by mail and the kind of information secured:

N.I.A.A. SPEAKS . . .

This association of industrial advertisers did research-by-mail to members and came up with interesting facts on d.m.

Of those who responded to the survey . . .

60% stated they were using d.m. to build company prestige! Objectives:

To build institutional prestige for company name 60%

To cover the market quickly on a new product 51%

Salesmen's pre-call 45%

To give sales aid to dealers 41%

A substitute for a salesman 35%

A substitute for business paper or other advertising 22%

Follow-up after a salesman's call 21%

To test new product acceptance 15%

Other uses: To keep the sales force informed of internal developments; to extend and back up readership of business paper advertising; to supply technical information for reference use; to distribute price book and catalog material to direct buyers; to build up attendance at exhibits; to secure market information; to take quick advantage of news events of company interest.

MAIL TALK

Effective November 1 an important change in postal regulations: A letter or a message can now be mailed inside a package or publication. Mailer must indicate presence of the letter or message inside the package (by marking "First Class Mail Enclosed" or "Third Class Mail Enclosed" below the postage affixed to the package). This marking can be rubber stamped, handwritten, labeled, etc. Appropriate postage for the enclosure must be paid in addition to the postage for the package itself.

Wow! Now we can cut out that bit of copy which always sounded like the gaslight era . . . "sending you under separate cover." This new combination mail service also eliminates pasting a letter on the outside of a package. **The End**

CHECKLIST COMING UP

To spark new ideas, new uses for d.m. in your business, we've developed a checklist of some 59 Ways to Use Direct Mail . . . to be covered in a series of columns. The list is based on an up-dating of the Direct Mail Advertising Associations' 49 ways. Included will be reviews of mailings, case histories, etc.

REMINDER! To make this column "tick" you've got to help. Send us information on your use of direct mail with samples and story. Share your experience and in return we'll answer questions, dig up facts to help you make more money with d.m.

Looking for an EXCITING PREMIUM?

3-in-1 SNACK SKILLET

Eye-catching Hammered Finish Aluminum Skillet that cooks 3 foods at the same time. Retails at $3.95, price maintained.



See this and dozens of other idea items
BOOTH B-22
THE PREMIUM SHOW

Premium Division
Club CLUB ALUMINUM PRODUCTS CO.
1250 West Fullerton Ave., Chicago 14

Looking for a SELF LIQUIDATOR?

STUNNING CARAFE

Luxurious 12-cup, hand-crafted, gold trimmed coffee server has its own charcoal black warmer stand. Retails at $3.95.



See us for dozens of other idea items

BOOTH B-22
THE PREMIUM SHOW

Premium Division
Club CLUB ALUMINUM PRODUCTS CO.
1250 West Fullerton Ave., Chicago 14

WORTH WRITING FOR...

Booklets, surveys, market analyses, promotional pieces and other sales literature useful to marketing executives.

What's on the Aviation Shopping List: News compiled by *Aviation Age* for aviation manufacturers who want to get their share of this lucrative market. Some of the highlights: Beech Aircraft Corp. commercial sales for the fiscal year ending September 1956 are expected to exceed $32 million. General Motors is now in the prop-jet parts field—a $26 million order from Eastern Air Lines for complete prop-jet power units "marks the beginning of General Motors' participation in the commercial aircraft field during the current era." On the Military aviation front, according to some defense planners and military procurement men, the U.S. is on the threshold of a procurement revolution that will swing it from conventional to push-button war goods. The spending shift is expected to show up in the defense budget for the fiscal year starting next July. Continental Air Lines, within one week recently, purchased $51.7 million worth of new aircraft. The third major new aircraft commitment in Braniff Airways' $87 million fleet expansion program is a $22 million order for nine "Electra" turboprop planes. Siegler Corp., through its Hallamore Electronics Division, has entered into agreement with North American Aviation, Inc., to manufacture electronic equipment for test purposes. For the full market intelligence, write to William Maas, Sales Manager, *Aviation Age*, 205 E. 42nd St., New York 17, N.Y.

How to Sell the Light Construction Market: Data and case histories compiled by *American Builder*. It's a new market: $23.5 billion—that's the average annual value of building construction — public and private — for the past five years. Large operative project builders now account for a bigger share (63.2%) of new residential building. More new residential building (73%) is concentrated in metropolitan and suburban areas. Prefabrication of complete houses, panels and sections and other components is changing construction, sales and distribution. Thousands of new builders (29,214 since 1950) have entered the field. Non-residential building is more mechanized. Included in the case histories: how wholesalers operate and how building products get to market through them; marketing methods of retailers and how building products get to market through them; buying practices of builders, general contractors and special trades contractors and how building products get to market through them. In addition there are data on annual building volume—five-year averages, 1949-1954; estimated light construction annual dollar volume. Write to Fred A. Clark, Business Manager, *American Builder*, 30 Church St., New York 7, N.Y.

How to Use Loose-Leaf Binders as Special Selling Tools: Fact book published by The Heinn Co. to help select the right loose-leaf binders and indexes for general catalogs, salesmen's catalogs, price lists, service manuals, advertising portfolios, proposals, sales organizers, swatch books, visual selling aids. It provides detailed information about sheet capacity, paper types and weights, type pages, index extensions, punching, binder styles, cover design, cartoning, flat printing or stamping, sales-pacs, easels, photo kits, and indexing with acetate-covered tabs for quick fact-finding. Write to Charles A. Stevensen, Sales Promotion Manager, The Heinn Co., 326 W. Florida St., Milwaukee 4, Wis.

1956 Sales Expectation of Upper Midwest Retail Dealers: Second annual business poll of 3,219 retail dealers in Minnesota, North Dakota and South Dakota, conducted by *The Farmer*. The survey was conducted by mail among all dealers in 6 classifications outside Minneapolis, St. Paul and Duluth: appliance, automobile, furniture, hardware, lumber and motor truck dealers. Data include percentage of sales to farm families; percentage of sales to town families; percentage of expected 1956 sales to farm families; a four-year comparison of farm buying intentions by Minnesota farm families. Some of the highlights: *Hardware dealers* — 73.5% of sales are to farm families, 26.5% to town families, 80.7% expect 1956 sales to be as good or better than 1955. *Lumber dealers* — 64.0% of sales are to farm families, 36.0% are to town families, 78.5% expect 1956 sales to be as good or better than 1955. *Furniture*—56.3% of sales are to farm families, 43.7% are to town families, 77.5% expect 1956 sales to be as good or better than 1955. *Appliance* — 55.5% of sales are to farm families, 44.5% are to town families, 79.6% expect 1956 sales to be as good or better than 1955. *Automobile*—55.6% of sales are to farm families, 44.4% are to town families, 73.6% expect 1956 sales to be as good or better than 1955. *Motor truck*—65.4% of sales are to farm families, 73.7% expect 1956 sales to be as good or better than 1955. Write to W. E. Boberg, Vice-President, *The Farmer*, Tenth and Cedar Streets, St. Paul 2, Minn.

A New Advertising Medium: Facts and figures on advertising on containers, presented by Stone Container Corp. Results of a survey conducted by the corporation reveal that the average container shipped may be seen by up to 1,100 people—on route as a traveling poster board; in plants; in delivery trucks; in transit on freight trains, trucks, boats, planes; in distributor warehouses and delivery trucks; in retail stockrooms, counters, floors, shelves, in windows and delivery trucks; in home pantries and kitchens; at picnics, amusement parks, drive-ins, conventions and on vacation trips. Included are examples of effective advertising on containers by leading companies. There are also cost comparison figures compiled from the latest published rate, audience and circulation figures of direct mail, television, radio, magazine and newspaper advertising and advertising on containers. Write to Jack Baker, Stone Container Corp., 4200 W. 42nd Place, Chicago 32, Ill.

How to Simplify the Salesman's Job with a new pocket-file which helps him to organize his calls in advance and permits him to always have his customer and prospect records with him in the field. It is done with a loose-leaf binder that holds up to 300 specially designed prospect-customer sheets which are filled out, one for each prospect or customer, and arranged in the book so that the company name is always visible. A flip of the index tab and 13 names appear, each on a sheet with all important data a salesman needs to organize and preplan his calls. Write to G. O. Fossler, G. O. Fossler and Associates, 154 E. Erie St., Chicago 11, Ill.



Color printing is our baby

THE UNITED STATES PRINTING AND LITHOGRAPH COMPANY

Executive Offices CINCINNATI 12, OHIO



Thomas Kearns, Traffic Manager for Garrett Corp.'s AiResearch Div., in high-altitude lab. He tells

"How we cool off a hot pilot!"

"Above the speed of sound, air friction heats up the metal skin of the newest jets to several hundred degrees. *How do you keep the pilot cool?*

"AiResearch's answer: a refrigeration system including this miraculous 2-lb. turbine. Turning at 100,000 rpm's, it cools the air entering the cabin to 40° in 2/10 of a second!

"The extreme precision required in manufacturing such devices takes time. Yet, military contract schedules call for speed. Deliveries naturally have to be fast and sure — to plane companies located all over the country.

"How can we do it? By Air Express!

"Air Express proves its worth to us dozens of times a day, both incoming and outgoing. We literally could not maintain our schedules without it.

"Yet on most of those shipments, *Air Express saves us money.* A 10-lb. shipment from Los Angeles to Kansas City, for instance, costs $6.34. That's 17¢ less than the next lowest priced air service!"

Air Express

GETS THERE FIRST *via U.S. Scheduled Airlines*

CALL AIR EXPRESS . . . *division of* **RAILWAY EXPRESS AGENCY**

Standard Oil's prospects were in the mood for fewer types of grease, requiring less storage, and simpler lubrication routines, but they still had to be sold on the merits of a new product. Here is . . .

How Standard Oil Salesmen Dramatize Proof-of-Performance

Problem: How the salesman can create an unforgettable impression in the prospect's mind of the high melting point of Calol industrial grease, a new product being introduced by Standard Oil Company of California.

Solution: The Calol salesman places a metal plate about the size of a half dollar in front of the prospect. In the center of the plate is a crater. On the side there is a small hole. The salesman sticks a match or toothpick in the hole (to form a handle). He then places a sample of Calol industrial grease in the crater, lights a match and holds it under the metal plate.

Result: Calol does not melt.

Comparison: Next the salesman places conventional grease in the crater and heats it with a match. Soon the grease breaks down into a semi-liquid.

Standard Oil has equipped and trained its salesmen to dramatize in a comparable fashion other Calol product features: water resistance, rust protection, and noncorrosive quality, for example.

Calol industrial grease, which Standard spent four years in developing before it was turned over to sales, offers many possibilities for dramatic, proof-of-performance advertising and sales promotion.

Example: Calol is an all-purpose grease for practically all industrial operations, and F. R. Hart of Standard's Wholesale Marketing points out these customer benefits: Plant storage space is saved, and lubrication men can work efficiently with less training. Says Hart, "The entire range of the lubrication problem may be simplified."

Evaluating the potential for this grease, Standard's management saw its biggest immediate market in manufacturing and metal processing, lumbering, and mining, with industry as a whole the longer range target of sales. The techniques chosen to put the product across were dramatic demonstration in personal selling, case-history reports in advertising. Both of these techniques provide proof of performance. In its promotion of products used in industry, Standard has found no method more effective than such proof in influencing management, maintenance supervisors, chief engineers, shop foremen, mechanics, to name a few.

"It varies with the field addressed, but there are always several buying influences that must be reached at one time or another during the advertising and selling process," says M. A. Mattes, Standard's advertising manager.

Ad Reprints Pull

Advertising is used to pave the way for selling. Its primary aim is not to pull inquiries (although information and the aid of "lube" experts is offered), but to familiarize potential prospects with the new grease and show how it may be applied to their own operations effectively and economically. To this end, reprints of advertisements do an important job. Supplies of them are mailed out to Standard's field offices in its seven-Western-state marketing area, to be used when calls are made, not only by salesmen, but by the company's fuel and lubricant engineers. The company can point to instances in the past where such use of industrial advertising reprints has been responsible for the sale.

A big reason for this is the factual nature of the copy. In introducing Calol Industrial Grease the company adhered closely to its proved industrial advertising pattern, built around the case-report technique. This method of "letting our customers tell our prospects" has been used by Standard of California for many years. Mattes says, "It adds validity when the facts come from another user." The method is for the company's advertising agency copy writer to talk directly with someone in the customer firm who has close contact with lubrication. He may be a chief engineer, a maintenance supervisor; often he is quoted directly.

A single, striking and specific application and benefit of the product is usually selected for headline emphasis —never just general statements. Example: "New Grease Replaces 3 Specialized Greases, Stops Leakage from Welding-head Bushings!" A photographic illustration features a dramatic use in the operation discussed.

The product is described in a sentence as "new, different," and one which has "proved its outstanding lubricating qualities in all types of bearings under toughest conditions in a wide variety of operations."

Power of Case Report

Then comes the case report: "Rheem Manufacturing Company's fabricating plant in Richmond, California, for example, eliminated leakage from welding-head bushings even at temperatures from 400° to 500° F., and replaced three specialized greases previously used. Now in use throughout the plant, Calol Industrial Grease functions perfectly in dry-oven fans and motors, large journal bearings, high- and low-speed anti-friction bearings; gives better lubrication under all operating conditions." A box lists general features and outstanding advantages.

A series in this pattern, each identified as a "Standard Engineer's Field Report," is appearing in various business publications covering a wide variety of industrial operations. Each advertisement is tailored, within the general pattern, to the field addressed. The illustration, the heading, and the

ALCOA ALUMINUM

KNOWS

HOW *DYNAMIC DAVENPORT* GROWS!

DAVENPORT NEWSPAPERS

• MORNING • EVENING • SUNDAY

— that's why they've announced nearly *$52 million* worth of plant expansion . . . in DAVENPORT!

FOR THE NINTH CONSECUTIVE YEAR — FIRST IN LINEAGE IN ALL IOWA AND THE QUAD-CITIES!

Represented by Jann & Kelley

CIRCULATING DAVENPORT, IOWA, ROCK ISLAND, MOLINE AND EAST MOLINE, ILL.

case report are chosen to fit a specialized operation typical of the field. "We don't talk of a sawmill in the Northwest when we wish to interest mining men in Utah."

Mattes emphasizes, "We know from a variety of studies we have made that we cannot use an illustration of something just similar to the operation in the field addressed, and expect to get the readership that results when a typical operation in that field is illustrated. The illustration is the dominant part of the advertisement which we depend on to stop the reader."

A convincing group of case reports on Calol Industrial Grease were available for the preliminary advertising as a result of the unusually thorough field testing (see opposite box on research). New ones are being gathered as usage grows and will be featured in later advertising. The copy is written in semi-technical style, and is directed to everyone in a company who might have any influence on the purchase of the grease.

Effectiveness of the well-integrated promotion is evident from the quick results. In the few months since the new type of grease was first offered to industrial users, its acceptance has outstripped anticipation. It has opened up an entirely new market—one for an all-purpose industrial lubricant for the "toughest lubrication jobs."

The End

Risk of Listening

Not only does listening with understanding require a firm intent to understand another and a kind of rapt attention that we seldom give to speakers; it also requires a certain amount of courage and personal security . . . we run the risk of being changed ourselves, for when we really understand another we may be exposing our own ideas and attitudes to opposing ones.

—Thomas Gordon in Group-Centered Leadership, $6.75

to sell RURAL MISSOURI

→ use the

Missouri Ruralist

PUBLISHED BY CAPPER PUBLICATIONS LARGEST AGRICULTURAL PRESS IN THE WORLD

Sales Offices: New York, Cleveland, Chicago, Topeka, Los Angeles and San Francisco

"WE'RE WORKING FOR YOU NOW AT THE FRENCH LICK-SHERATON HOTEL

AT FRENCH LICK, INDIANA



...making it the finest year-round resort convention center in the U.S.A."



GRAND RE-OPENING MARCH 1, 1956

From top to bottom we're reconditioning, redecorating, and reconstructing the French Lick-Sheraton Hotel (formerly the French Lick Springs Hotel).

The Convention Hall (seating over 1,000) will have air-conditioning, a new look, and a new kitchen. Bedrooms are also being air-conditioned and modernized. Beautiful new function rooms are being added. And a cabana-swimming pool is under construction.

All this is frosting on the cake to convention executives — for the French Lick Springs Hotel has always been a convention center *par excellence*. It is set in 1,772 acres of beautiful, rolling Indiana hills. It boasts Har Tru tennis courts. Two championship 18-hole golf courses. Three flowing mineral springs. Two swimming pools. Saddle horses. Skeet shooting. It has an airstrip and a private railroad siding. It is unquestionably the Middle West's most complete convention headquarters. And now that it has become a member of the Sheraton family, you can expect unmatched facilities, and extra-special convention service.

Because of the great many convention requests already received by Sheraton, we advise you to contact Mr. Arthur J. Newman, General Manager of the French Lick-Sheraton Hotel, as soon as possible. Mr. Newman will be glad to furnish you with full information about this famous convention resort.

IN THE U. S. A.

AKRON
Sheraton-Mayflower
ALBANY
Sheraton-Ten Eyck
BALTIMORE
Sheraton-Belvedere
BOSTON
Sheraton Plaza
BROOKLINE, Mass.
Beaconsfield
BUFFALO
Sheraton Hotel
CHICAGO
Sheraton-Blackstone
Sheraton Hotel
CINCINNATI
Sheraton-Gibson
DETROIT
Sheraton-Cadillac
FRENCH LICK
French Lick-Sheraton
INDIANAPOLIS
Sheraton-Lincoln
LOS ANGELES
Sheraton-Town House
NEW YORK
Park Sheraton
Sheraton-Astor
Sheraton-McAlpin
Sheraton-Russell
PASADENA
Huntington-Sheraton
PROVIDENCE
Sheraton-Biltmore
ROCHESTER
Sheraton Hotel
SAN FRANCISCO
Sheraton-Palace
SPRINGFIELD, Mass.
Sheraton-Kimball
ST. LOUIS
Sheraton Hotel
WASHINGTON
Sheraton-Carlton
Sheraton-Park

PHILADELPHIA Sheraton Hotel under construction

IN CANADA

MONTREAL — Sheraton-Mt. Royal, The Laurentien • NIAGARA FALLS — Sheraton-Brock
TORONTO — King Edward • HAMILTON — Royal Connaught

SHERATON

THE PROUDEST NAME IN

HOTELS

For complete information on Sheraton Closed Circuit Television, write Dept. TV, Park Sheraton Hotel, New York, N. Y.

How to Restyle an Intangible



It isn't Detroit alone that has mastered the knack of restyling a product to develop a great, new, untapped market. The success of *True,* The Man's Magazine, demonstrates that the publishing world can do that, too.

Fawcett Publications, Inc., took the magazine, already profitable, restyled and upgraded it—and then saw it set records.

On newsstands with its February number as a Twentieth Anniversary Issue, *True* expects its circulation to exceed 2,000,000 copies—a cool 32% of the circulation of all eight magazines that make up the men's field which it did so much to uncover and develop.

But it wasn't ever thus!

Twenty-odd years ago there was no classification that might be called "men's magazines," except specialized publications devoted to mechanical subjects or hunting or fishing. In fact, there was only one publication in the country that referred to itself as "the magazine for men."

Then one day Ralph Daigh, editorial director and vice-president, Fawcett Publications, Inc., happened to run across a readership study of leading magazines of the era. He saw that men weren't reading the magazine fiction but were sampling the non-fiction offerings, reading all or most of the non-fiction if the subject matter interested them. So Daigh propositioned Fawcett management: "Since men show a preference for factual material, let's give them a magazine entirely devoted to the facts on any subject of interest to men, and call it *True.*"

Several years elapsed before Fawcett gave Daigh an opportunity to bring out the magazine. Early editors, in searching for subject matter, stuck pretty closely to crime and stories of violent action with heavy emphasis on sex. Though financially successful from the start, the magazine's circulation never reached 500,000.

Drastic Restyling

Early in the decade, Fawcett decided that wasn't good enough—and called for restyling as drastic as that which the motor manufacturers make.

While the magazine reflects virility on every page, it long since bade goodby to its noisy youth. Today it prints male interest stories and articles on subjects ranging from finance to fishing and hunting, from sports, both participation and spectator, to exploration to travel to crime to science and personalities.

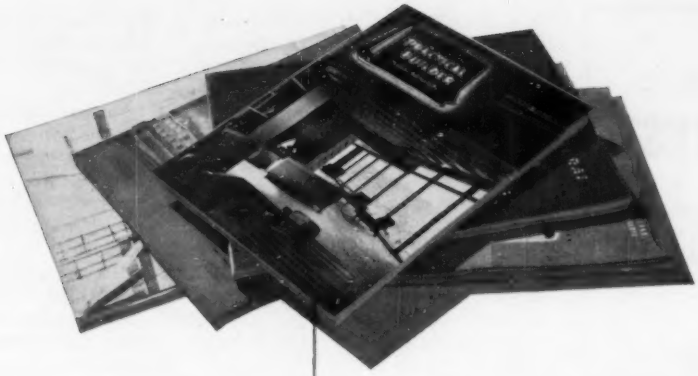
Thus the restyled *True* turned out to be what Dr. Ernest Dichter, head of the Institute for Motivational Research, described as a magazine that creates in its pages an idealized man's world into which men readers slip with great satisfaction.

Circulation spurted ahead. By November, 1946, *True* was selling a million copies a month and soon after, other publishers, attracted by its phenomenal success, began publishing men's magazines until today there are eight with a total circulation of 5,590,000. By January 1950, *True* passed 1,500,000 in circulation and, effective with the January 1956 issue, guaranteed 1,800,000.

This accomplishment is regarded as unique by ordinary manufacturing standards because the magazine which sells to the public for 25 cents, and to magazine wholesalers for 17 cents, costs the publisher more to produce than the 17 cents received. Advertising revenue, which was more than $2,100,000 in 1955, makes up the manufacturing loss and supplies the profit.

In June 1954, Fawcett brought in James Boynton as vice-president and advertising director.

While circulation figures long ago persuaded Fawcett that *True's* editorial formula was a winner, Daigh has always sought to utilize research



The thing that makes Practical Builder a great buy for advertisers is something that money can't buy:

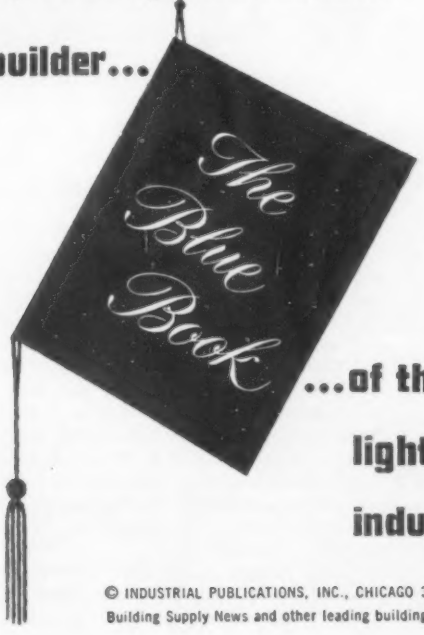
The prestige it enjoys with its readers...prestige born of implicit faith in its editorial pages.

This prestige, in turn, is transmitted to its advertising pages. You can't measure it with millines or slide-rules. You won't find it in Standard Rate & Data. It carries no price-tag.

It costs you nothing. Yet it means everything.

It is the priceless ingredient that makes

practical builder...



...of the light construction industry

© INDUSTRIAL PUBLICATIONS, INC., CHICAGO 3. Also publishers of Building Supply News and other leading building industry magazines.

Your Teen-age
DAUGHTER calls it—

The GREATEST

The Fargo Forum, North Dakota, U. S. A. Merchandise National Products Thusly:

Letters, Jumbo Cards, Truck Displays, ADVantages column publicity, personal contact, food reader fillers, complete brochure report to you.

• **Write for samples**

THE FARGO FORUM
Morning • Evening • Sunday
Represented Nationally by Kelly-Smith Co. and Northwest Daily Press Assn.
FARGO, NORTH DAKOTA

You can tell your story better by
• **color lithography**

You can show your product better by
• **color lithography**

You can save on printing costs by
• **color lithography**

and . . . FOR FINEST QUALITY
FOR DEPENDABLE DELIVERY
FOR GREATEST VALUE
ask anyone about

color lithography

by
the MEEHAN TOOKER co., inc.
160 VARICK ST., N.Y.C. 13 • AL 5-3260
DIRECT MAIL • DISPLAYS • FOLDERS • BOOKLETS
We Have Never Missed A Delivery Date!

as a check against his editorial judgment. For years he used two types—the mass interview technique, as executed by Richard Manville, who assembled hundreds of readers of the magazine and interviewed them in the open-forum method, 50 at a time, as well as the Daniel Starch & Staff service for measuring readership of individual features.

In 1951 he heard about "motivational research" and a marketing-minded psychologist named Ernest Dichter.

He figured that the Dichter technique of sending out trained psychologists to talk at length with subjects might provide the right answer to a question unique with *True:* Why, he and others in management had asked, does *True* sell so many copies? Why does it sell so many more copies than had ever before been sold in the men's field?

Dichter told him the magazine fits into the pattern of life of the modern male and gives him security by providing for five basic needs: for masculine assertion, sanctuary, meaningfulness, participation and for achievement.

"As the reader enters into the all-male world of the magazine's pages," Dichter explained, "he pulls the door shut against female intrusion and retreats into a sanctuary free from the strains and pressures of daily life. Here, among the almost exclusively all-male populated pages, the reader is a man among men." **The End**



Beer on a Bus: Or How to Influence Distributors

If you know a beer wholesaler or retailer, tell him he's in for a surprise: Any day now a huge Greyhound Scenicruiser will roll up and invite him for a ride. The bus looks just like the ones that cruise the nation's highways—except that all Greyhound identification has been removed and the sides bear Anheuser-Busch's name and trademark.

This coach has been leased from Greyhound by the St. Louis brewers and christened Anheuser. It's been extensively remodeled inside. Now 28 A-B guests can enjoy a lounge, play cards at special tables, eat in a galley equipped with special refrigerators. It's all part of a plan which Anheuser-Busch began earlier this year, enabling brewery officials and regional sales managers in their travels to bring wholesalers and retailers to the firm's breweries in St. Louis, Newark and Los Angeles.

Prior to introducing this big hospitality bus, the company had used two regulation buses. They proved so successful that A-B decided to go all out with a Scenicruiser.

That's August A. Busch, Jr., president, and other company officials, greeting James Bishop, who'll pilot the Anheuser. He's a Greyhound driver on leave to operate this "special."



Some facts about life . . .



in Philadelphia

From Point Breeze to Paoli, from Camden to Cynwyd, citizens who would not have been caught dead with the old Daily News are now beginning to "see the bright difference."

The all-new Philadelphia Daily NEWS is giving the town journalism of unaccustomed vigor. And the town loves it. For the first time in decades, a Philadelphia newspaper is speaking its mind on issues more controversial than yesterday's weather. Philadelphians of all parties are getting kicks from editorial pages that sing out with clarity, power and wit.

New thousands are applauding sharply-written news and feature stories, quoting from columns that run the gamut from Earl Wilson to Max Lerner, Dorothy Kilgallen to Sylvia Porter.

Of course, the new NEWS audience is quick and responsive. Prosperous, too. That's why alert advertisers, local and national, are giving us such gigantic linage* gains. They know the benefits of reader *loyalty*. They know, also, that ads in our sparkling tabloid pages get *seen:* we couldn't bury you if we tried. Reader *loyalty* plus supreme *visibility* . . . that's why the "pay off" is big . . . in more than 175,000 households. Try a schedule soon. See the bright difference!

PHILADELPHIA DAILY
*** NEWS ***

*Gain 1,177,372 *lines*
(over 1,177 pages) 12 *months* 1955
Total Daily Advertising Media Records Inc.

Represented by: REYNOLDS-FITZGERALD
New York · Chicago · Detroit · Syracuse · Atlanta
Los Angeles · San Francisco · Seattle · Philadelphia



AN ORDINARY RED BRICK can stimulate a lot of thinking, Crown Zellerbach found. In a sales training session, A. R. Kuhn, Jr., of the sales training staff, and Malcolm H. Lewis, district sales representative, asked trainees to think up uses for brick outside of building. Some of the answers were ingenious. Session taught students to think beyond accepted uses and product approaches.

"We Train Our Salesmen to Think"

Crown Zellerbach trainees are schooled in imaginative selling. They learn to think ahead for the customer, to be creative in their approach, to think before speaking. That's how C-Z sells 10,000 paper products to 65,000 customers.

BY W. J. ZELLERBACH
Director of Marketing Services, Crown Zellerbach Corp.

Not long ago I dropped in at our sales training school during a session on "creative thinking" and saw a strange-looking performance.

The instructor called a trainee from the class of 12 sitting around the conference table and handed him an ordinary red brick.

"How many uses can you think up for this besides building?" he was asked. And so it went, until the entire class had put their minds to the problem.

Their answers aren't important to our discussion, although they came up with 20 new uses for brick, some of them ingenious.

What *is* important they learned that no matter how familiar a product may be, how taken for granted, imagination can supply new uses for it that can lead to new sales.

After learning to think up new uses for familiar objects, our students are then taught to develop forceful sales presentations around them. And finally their attention is focused directly on sales problems taken from our files — sales problems for which creative imagination supplied the answers.

Here, for instance, is "The Incident of the Lost Sale":

"Crown Zellerbach was selling a large customer all of his specially printed packaging paper. This was 85% of the customer's paper purchases.

"The customer, after having given his business to the corporation for many years, turned it over to a major competitor. How did the corporation get back all of this customer's packaging paper business?"

For 30 minutes the trainees are allowed to ask relevant questions that can be answered "yes" or "no" by the instructor. Then they go to work, thinking creatively.

Now the solution to the problem was this: Finding that the customer

was of European descent, the corporation wrote to his homeland for a reproduction of the customer's family coat-of-arms; worked up a packaging design using this emblem; presented the idea visually and won back the account.

How close do the trainees come to this solution? Some of them hit it right on the nose. Others, in each class, come amazingly close. Still others have come up with imaginative solutions that might have worked equally well.

This use of imagination is vital to our training program. For we have set our sights on developing men who can go out into the field and do what we call "imaginative selling." Let me give an example:

By this we mean men who are able to build up a concept of the whole from various elements of its parts; men who can visualize things they can't see.

The imaginative salesman is, to us, the one who continually puts himself in the customer's shoes; who continually relates our products to the customer's needs and who develops new business through the adaptation of fresh sales approaches to bring these products to the attention of potential buyers.

A big order? You bet it is! But it is one that our sales training department, under Charles F. Lohse, director of sales training, is filling with success.

Underlying this success is a careful and continuous search for men of the right caliber and we have a team combing universities and every division of Crown Zellerbach, looking for potential imaginative salesmen.

Basically, we want and get men who show a liking for people and who, in their college work or divisional jobs in our organization, have demonstrated the knack of creative thinking, even if this thinking is confined to the reasons they give for wanting to be salesmen.

Once selected, the prospective trainee is brought to our home office in San Francisco and interviewed by George S. Runyan, manager, Distributor Sales Division; L. W. Moore, manager, Consumer Products Sales Division; Edward P. Partland, manager, Industrial Paper Sales Division; E. D. Owens, manager, Sales Administration; Lohse, and myself.

If these executives believe a man has what we are looking for, the candidate is then given a battery of tests, including the Wonderlic, a timed I.Q.; the Humm-Wadsworth, a temperament test; the Kuder Preference Record test for interest ability; the California Mental Maturity test; an



HE TRAINS Crown Zellerbach salesmen to use imagination in selling. He's Charles F. Lohse, director of sales training.



SALESMANSHIP is taught by role-playing in training sessions. Donald R. Cooper is shown making a presentation on Zee toilet tissue while other trainees listen. Later they will criticize; then make presentations of their own.



SHOWMANSHIP is used to introduce discussion of T-N-T—towels, napkins and tissue. John Charters lights the fuse as Warde Brande, Jr., manager, production planning & sales service, Western Waxed Paper Division, stands by to talk about paper quality in this line of C-Z industrial products.

untimed I.Q. test and others.

Results of the interviews and tests are then correlated and compared, and, if favorable, the prospect is hired, even if he shows some serious defects.

For we believe that the old myth about salesmen being born and not made has been exploded, or at least watered down by the fact that any basic talent, be it for art, music, writing or sports, may only be developed to its fullest extent when implemented by training.

When Joe DiMaggio, for example, was making home runs and sports headlines, the fans saw a near-perfect athlete every time Joe stepped up to the plate. And writers hailed him as a "natural-born" batter.

But behind that smooth performance lay years of practice in the arts of the game, years of training which eliminated the "rough spots" and produced the final skill Joe used as a "natural."

This principle applies, it seems to us, to our trainees, even if they don't have every qualification of the "natural-born" salesman. And, during the time we've conducted our training school, we've corrected defects ranging from unusual manners of dress to inability to speak effectively and serious personality deficiencies stemming from both physical and mental handicaps.

Experience Before Training

We don't send a man directly to training school, however, even if he has ranked highest in all interviews and tests. The new sales-employe begins his training with a sales division where he can gain broad and diversified experience under the watchful eye of the division's management and where, perhaps most important of all, he can and does discover that he needs to learn a great deal to get ahead in his newly chosen profession.

After six months to a year in division work, 12 men whose performances have been outstanding are brought to San Francisco and enter our school.

We limit the number to 12 because we have discovered that this is about the maximum number to whom we can give close, personal attention. Our first step with these 12 trainees is to approach them as customers.

We do this for two primary reasons: (1) Because, as our president, J. D. Zellerbach, often says, "Our people are our greatest asset" — and we know that their value to us and to themselves while working with us depends a great deal on how well the corporation is "sold" to them; (2) we know that, to over 65,000 customers, our salesmen *are* Crown Zellerbach and can represent the corporation effectively only when they know it thoroughly.

Consequently, President Zellerbach welcomes each class in person, and during the first week the trainees meet with and talk to some 60 of our executives.

During this phase every operation of Crown Zellerbach is presented through sales tools ranging from copies of reports, pamphlets, charts, maps and drawings to motion pictures.

Get Complete Picture

From our executives the trainees learn about our tree farms which provide forests for the future; about traffic management, manufacturing, research and development, industrial relations, public relations, employe benefits, legal responsibilities of Crown Zellerbach. Finally, they are given a full, detailed picture of the financial structure of the organization they have joined — right down to percentage of profit on gross investment.

Familiar with Crown Zellerbach, feeling himself very much a part of our "family," the trainee then begins five weeks of intensive study that takes up eight hours a day in class and two two to four hours in homework.

We make close to 10,000 paper products, varying from facial tissue to dynamite paper and, during this five weeks, we couldn't possibly acquaint the trainees with all of them. Not only that, at this point we do not know to which divisions the various trainees will be assigned upon graduation.

So, in relationship to product, we give the trainees a complete foundation in essentials only—the history of paper-making, the production of pulp and paper and the manufacturing of printing and writing paper grades.

Much the same approach is used, during this five week stretch, in teaching salesmanship. No attempt is made to cover even a great number of the hundreds of varied situations the students will run into when they become salesmen.

They learn, instead, essentials of selling applicable not only to the divisions studied in conjunction with product, but to any selling situation.

Here, for example, is the way Training Director Lohse opens one of the most popular parts of the course. It is devoted to what some might call "Psychology in Relationship to Marketing." Lohse, however, calls it just "People."

"Customers are like you and me," he says, "they need a certain amount of praise and building up; they are curious; they don't like to be bossed or pushed around. They enjoy belonging to organizations and they usually have a notion in their own minds as to what they should be or how they should behave. Come to think of it, we right here in this room are customers ourselves a great deal of the time."

From this beginning, still speaking in everyday language, Lohse goes on to point out that people, for the most part, do not look ahead; that self-starters are not common and that many people are afraid of change.

Then he ties the whole thing up in a package by pointing out that one of the primary jobs of an imaginative, creative salesman is to look ahead for his customer, to start him on courses of action that are new and that result in benefit to him and, of course, to the salesman.

Other elements of selling are taught in the same, down-to-earth manner, with emphasis on group discussion, role-playing, incident process and case study.

Hit All Sales Facets

Here are just a few of the subjects covered — sales letter writing, memo and report writing, developing and maintaining prospect lists, time organization, public speaking, handling customer complaints, and call-methods, with heavy guns turned on that old bugaboo of selling, the "cold" approach.

After completing a rigid 18-hour course in leadership under the supervision of Lohse and a special consultant, the trainees are put on their own.

"All right," they are told, "you know the theory of making cold approaches, now get out and put it to work by interviewing five strangers in the street and one successful businessman in any field."

There's no telling where this challenge will lead trainees. One of them, for instance, went to Alcatraz and interviewed the warden — an accomplishment that would do credit to an experienced reporter. Others have interviewed the president of Standard Oil Company of California, heads of department stores, engineers, doctors, insurance executives and many other people who have made their mark in the world.

The climax comes when every trainee has to get up before the others and give an interesting account of his interview with these successful people.

BIGGEST YEAR IN DAILY NEWS HISTORY!

In 1955...the CHICAGO DAILY NEWS ran

22,288,875

LINES OF ADVERTISING...

The Biggest Year of all in the 80-year history of the DAILY NEWS...and a net gain of 1,973,313 lines over 1954.

This Record Advertising Linage Reflects Advertisers' Response to the Tremendous Gains of the Daily News in Circulation too... In 1955 the Daily Average Circulation Was—

598,307

and the Saturday Average Circulation Was—

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Both Figures are All-time Highs for the Daily News.

GROWTH IN ADVERTISING...GROWTH IN CIRCULATION...ALL SHOW WHY

Chicago's Growing Newspaper is the

CHICAGO DAILY NEWS

ALL-TIME
RECORD-BREAKING
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MAGAZINE & FAMILY HOME GUIDE

154 ADVERTISING PAGES
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ADVERTISING REVENUE
16% GAIN OVER '55!
The 1st Quarter topped by the MARCH issue
71 ADVERTISING PAGES
14% GAIN OVER '55!
ADVERTISING REVENUE
20% GAIN OVER '55!

DON'T TELL OUR NEIGHBORS!

If you have a sales story to tell in Central Florida area, don't tell it to the neighbors in other Florida Cities and expect it to get to Orlando by the grapevine.

Florida's Fourth Market is made up of five rich (buying power) Counties around Orlando. Orlando Sentinel-Star has three times the combined circulation of the Jacksonville, Tampa, and Miami newspapers in these five counties.

ORLANDO IS NOW OVER 100,000 ABC CITY ZONE

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Owner, Ad-Writer & Galley Boy
Orlando, Florida
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How does all this fit into selling Crown Zellerbach products? In a dozen ways!

The trainees learn that successful men can be reached, if approached properly; they learn how to put the theories of handling people into practice; they develop more ability to speak on their feet before a group and, finally, they learn, without lectures from any of our management men, that successful people share common qualities worth cultivating.

Here, for instance, are a few of the basic factors a recent class drew up after listening to all the reports of the interviews:

1. Successful men learn to utilize the talents of others.
2. They have learned to delay final decisions until all available facts are in.
3. They have learned to put ideas and thoughts on paper in an intelligible manner.
4. They know how to express ideas clearly through speech.
5. They are absorbed by their profession or occupation.

Not a bad list of desirable qualities we want in our salesmen. And, by getting the trainees to use their own imaginations and find out for themselves, we have established our points far more effectively than if we had just told them these things.

Criticize Each Other

We also ask the students to analyze one another during this five-week period and the reports, unsigned of course, are shots-in-the-arm to those receiving them.

One man is told he dresses too flashily; another that he needs to develop better manners; some reports say "Stand up straighter!" or "You're too cocky" or "You're lacking in enthusiasm." These observations, coming from fellow-trainees rather than the school's director, are well received and effective in eliminating characteristics and shortcomings that might later prevent salesmen from doing an outstanding job in the field.

When the five weeks are drawing to a close, the trainees, working in teams representing buyers and salesmen, give a series of sales demonstration meetings which are good enough to attract many management men.

One time while I was present, for example, the "salesman team" had developed a sales demonstration meeting around industrial towels, napkins and tissue — three very dry subjects, no pun intended.

Their visual device was three large red firecrackers. One they had lettered with a big "T." On the next was the letter "N" and the last one carried another "T."

"Neglecting the best in industrial towels, napkins and tissue," the speaker said, lighting up the fuse of each firecracker in order of the products mentioned, "can be pure TNT in your plant. But the explosion can be stopped three ways. Here's the first step."

And with that the trainee pinched the fuse on the firecracker "T," lifted its top, brought out towels and put them in the hands of the "buyers."

At this point the trainees have been in the classroom five weeks. Now we move them out into our mills and logging camps in Oregon and Washington for three more weeks of intensive study of the papermaking process.

Progress Evaluated

When the three weeks in the field have ended, an evaluation of each trainee is made by Training Director Lohse.

This evaluation covers every phase of a man's performance—his attitude, the manner in which he handled and applied himself, his creative ability, sincerity, enthusiasm, tact, alertness, judgment and sense of humor. His greatest strengths and weaknesses are tabulated and an estimate is made of his ability to grow into management material.

The report, in a sealed envelope, goes directly to top management and becomes a part of the employe's permanent personal file.

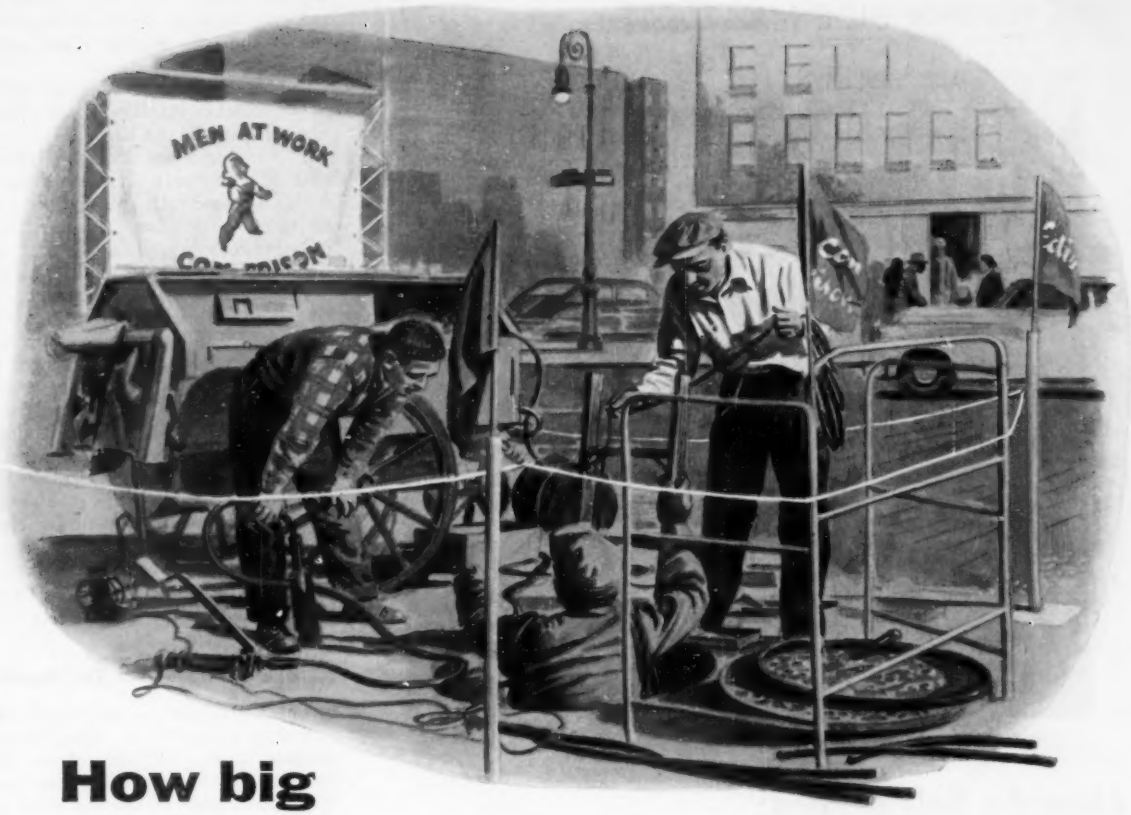
The trainee then goes out to a division where his immediate supervisor or sales manager carries on by introducing the new man to our established customers and works with him to make sure he is using correctly the knowledge and techniques he has learned at school.

After six to nine months, another confidential appraisal is made of the new salesman by his supervisor or sales manager and sent back to the home office, where it is compared with the first appraisal.

I'm glad to say the vast majority of conclusions reached are "Outstandingly Good" and "Definitely Favorable Progress."

While some of our methods of training salesmen may seem a little strange to me, the training department under the direction of Lohse is doing an outstanding job.

For we have sold well ahead of a $150 million postwar expansion and modernization program, thanks, to a large extent, to the imaginative efforts of graduates of our sales training program. **The End**



How big is Big?

Consolidated Edison . . .

of New York is the country's largest electrical utility, with 2,650,000 customers* at the year end of 1954 . . . 7.3% of the US total. But the number of its customers in no way suggests the extent of its services to our largest American city.

Size, often, is not a good index of value. As one instance, take SUCCESSFUL FARMING, with only 1,300,000 circulation—but going to 42% of all farms earning $10,000 or more a year.

These SF subscribers represent an $11 billion market . . . a big market because they are big producers—supply 53% of the corn harvested for grain, 57% of the hogs, 38% of the cattle and calves, 44% of the eggs, and 44% of the dairy products. They are also big earners, with an average cash income of around $10,000 for several years past.

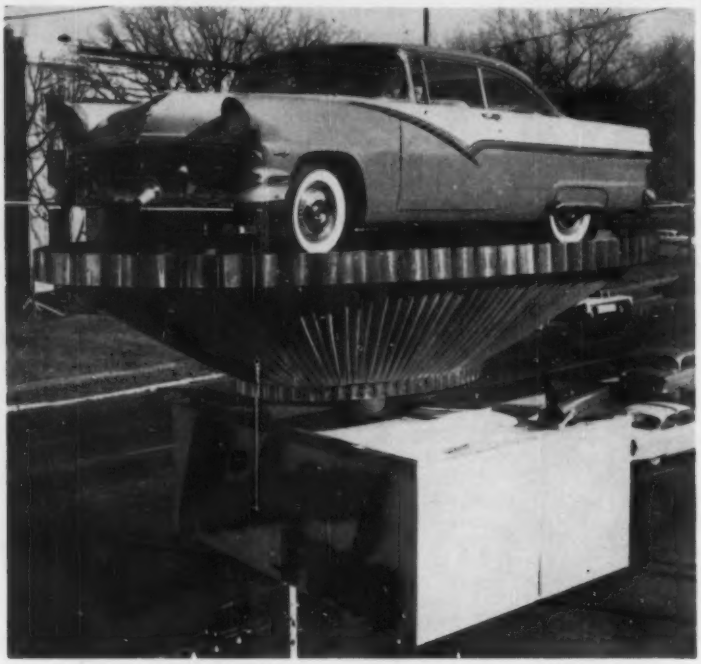
Because SUCCESSFUL FARMING for more than fifty years has helped them earn more, live better, no other medium can match its influence. No national advertiser can afford to overlook this magazine . . . to balance national schedules, to find high quality prospects! Ask any SF office.

Source: Electrical Merchandising, January 1955

MEREDITH PUBLISHING COMPANY, Des Moines . . . *with offices in* New York, Chicago, Detroit, Philadelphia, Cleveland, Atlanta, San Francisco, and Los Angeles.



THE HUMAN SIDE BY HARRY WOODWARD



How to Sell a Ford: Put it Out of Reach . . .

University Avenue in St. Paul, Minn., is a long, wide street with a concrete island down the center. It is bustling with traffic all day long. And one canny automobile dealer, whose business is on University Avenue, decided he might as well take full advantage of the traffic situation.

So Ed Krick, manager of Midway Ford Co., put on his thinking cap, came up with the idea for a spectacular display and dropped the mechanics into the waiting lap of Naegele Advertising Co., Minneapolis and St. Paul. Out of this homogenizing of ideas and structural savvy has come a display which can be seen for a mile in either direction. The display: an extra-strong steel column, 12 feet in diameter and 30 feet tall, which supports a steel platform. At the top of the platform—a brand new Ford which slowly revolves (6.2 revolutions a minute).

"To our knowledge," says a Naegele spokesman, "this is the first time an actual car, shipped direct from the factory, has been used as the prominent part of a display. The car was shipped to Midway, complete with power steering and brakes, heater and all accessories—even to a full tank of gas." If a thunderstruck kibitzer demands to buy "that" car and no other, it can be out on the road in ten minutes.

To hoist this new 1956 Ford Victoria far above the maddening throng required a lot of technicalities which would have thrown all but the most adamant auto dealer. The column had to be strong, obviously. But the display had to be an attractive thing in itself. And it is. Dressing up the pedestal and adding to the artistry of the unit is the platform's trim. Pliable gold plastic, a Masland Duran product, has been pleated over the steel structure and fixed with fluted aluminum sheeting covered with silver scotchal to increase nighttime effectiveness. And, after dark, the display has all the impact of a Hollywood premiere. It is flooded with light and the car—two-toned in Fiesta red and white—is whistle-bait. The only change made in the car after it was delivered from the factory to Midway, was a head and tail light replacement. Instead of the regulation lights there are high-powered spotlights. Interior illumination of the car has been increased by means of reflective light on the floor. But from the ground the interior illumination seems normal.

A department store-window touch is the manikin that sits at the wheel. She's dressed in the latest Fifth Avenue mode and she looks so lifelike that Midway was, at first, plagued with telephone calls from people who called to "settle a bet." Most of these conversations begin, "I say that the figure in your car is a dummy. My friends says he *knows* the girl . . ." But Midway, who didn't erect this expensive display just to keep St. Paulians in conversation, managed to get a nice little list of prospects out of those settle-our-bet callers.

To top it all off, a public address system constantly broadcasts sales messages and music to soothe the traffic-stalled. But Midway also allows the system to be used for civic programs in a public-spirited gesture which, just by the way, attracts more listeners who would have to be blind to miss the Ford on the perch.

. . . and fireworks for The Fourth

This Christmas the big display was garbed in holiday finery. The car was polished within an inch of its life and then wrapped in cellophane and tied with a huge red ribbon. One of the advantages of the display is that the platform is large enough to lend itself to special displays for special occasions. Naegele already is dreaming up fancy Fourth of July ideas.

Of course Midway has used the display to get over its name as well as Ford products in general. Five feet below the pedestal is a triangular panel four feet high. One side is nine feet long and the two remaining sides are each 12 feet. These 12-feet sides hold channel letters with single tubing which read "Midway Ford."

Every six months the car is changed. Midway expects to market the current Ford as an "executive car" (trade designation for a demonstrator) and some happy character will be able to say, "It came off the Midway display." The whole thing will have the snob appeal which, in other circles, goes with a Jaguar.

Has the display, admittedly expensive to erect, paid off? You bet. On the day it was erected it literally stopped traffic in the area. Within several day's time Midway had gotten 893 calls.

And strongest reaction has come from rival auto dealers—the real barometers of success. Naegele tells us that it has been snowed under with requests from the dealers who want "an idea as tremendous as Midway's."

The End

Problem:

Establish realistic sales quotas, advertising budgets.

The Answer

is in SALES MANAGEMENT's *Survey of Buying Power.*

Nationally, and in Canada, more than $200 billion of sales quotas and advertising budgets are based annually on the exclusive estimates of the *Survey.* So it's no wonder that very few subscribers use the *Survey* for only one purpose.

Here are the most mentioned applications of the *Survey,* taken from comments of thousands of subscribers:

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Allocating the advertising dollar between markets

Mapping sales areas

Studying metropolitan areas

Setting sales quotas

Planning distribution

Locating sales soft spots

Buying space and time

Test market planning

Setting up merchandising programs

How do YOU use the Survey of Buying Power?

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Sales Management

THE MAGAZINE OF MARKETING

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GOOD LISTENERS are cultivated by sales training program of Reynolds Metals Co. Here representatives assess recording of mock interview in which one of their number "calls on" a product manager acting as client. Detailed discussion will follow. Individual adaptations of this technique are the reason . . .

Why Reynolds Salesmen Take Tape Recorders Home

When he left his Louisville office last night, David Reynolds, vp, sales, Reynolds Metals Co., knew just what he would do first thing this morning in Chicago. He could visualize a typical training session centered on an Ampro Corp. tape recorder, standard equipment in the aluminum firm's headquarters and six regional sales offices. He wanted to iron out any rough spots in his luncheon address to the Sales Executives Club. What could be more effective than to have the Chicago office send its recorder to his hotel room? Here he could have a private shirtsleeve session with this successor to the full-length mirror before which his father, the firm's founder, Richard Samuel Reynolds, Sr., might once have practiced.

The switchboard placed his call and he explained the need. "Well, sir," apologized an early arrival at the office, "one of the salesmen took the recorder home with him last night." It developed to Reynolds' satisfaction that his salesmen are not making unauthorized use of company equipment. They have simply been putting the same idea he had into practice, spending some of the hours after work in self-improvement with the aid of a recorder.

"What a teacher!" the salesman who had borrowed the Chicago unit told Reynolds as he brought him the machine. "It never gets tired. It doesn't have to get back to a wife and family. It never gets irritable. It just tells us how we're doing, without injecting its own ego by flattery or nagging. It goes over what *we* want to practice and it's entertaining."

After a couple of recorded runthroughs, Reynolds had what SEC officials termed "one of the best, most polished presentations we have heard in years." But private, "know thyself" sessions are a refinement of the firm's program—not the basic reason for use of the Ampro units. They are employed constantly in sales training classes, regional sales meetings, and in such related activities as a training course Reynolds Metals conducts for distributor representatives.

An unspectacular approach has been selected by the executives out of a full knowledge of what "hot shot" merchandisers do in their meetings and sales promotion generally. Through its aluminum foil business, Reynolds is in constant association with the food, cold drink and cigarette fields. But Dave Reynolds is convinced that foil packaging can make its own best dazzling, modernistic selling impression. He prefers to have his salesmen discuss moisture resistance and other less obvious virtues. This leaves room for the prospect to develop his own enthusiasm and it is common to have one burst out with, "Boy, your greatest selling point is eye appeal. Why those packages are beautiful. Talk about an appearance of quality and class!"

Besides developing the salesmen's self criticism, the tape recorder technique helps to turn them into good listeners. "So long as the prospect indicates an inclination to talk, it is wise for the salesman to listen," says Dave Reynolds. "An occasional discreet question that keeps the customer talking sometimes is the most effective method of leading to a sale."

One of the techniques for use of tape recorders in Reynolds' meetings is outlined by Cloyd Steinmetz, sales training director:

A salesman is assigned a product and given 30 minutes' notice to prepare a sales presentation aimed at a specific prospect—to be acted by the sales manager for that particular product. The two stage the "interview" in a separate room with the recorder turned on.

When the tape is played back at the meeting, Steinmetz does not allow a hubbub of miscellaneous comments. The men have been instructed to look for coverage of specific points:

What does the product promise to do for the purchaser? A prospect buys because of the benefits he foresees, not because the salesman wants him to or because of certain features of the proposition. Statements about design and materials interest few people unless these features are presented as doing something for the purchaser.

Is the prospect interested in the benefits promised? Foil may have clear-cut superiority over some other metallic packaging from the angle of production economy. But the prospect may not be eager to scrimp. At the moment, he may be much more concerned about outshining the up-and-coming rival that stands next to his products on store shelves.

Are the benefits specific? Vague statements make hazy impressions. A prospect who is told about "lots of satisfied customers," "saves money," or "we never investigated that point for sure," has every right to wonder what is being concealed.

Is the prospect sure to understand the language? It may be that foil will adhere to a double-helical shape better than any other packaging. But even if the customer understands this, the word "hour glass" would draw less attention away from the product to the salesman.

Is the benefit an exclusive Reynolds feature? Or have competitors at least failed to call attention to it?

Are the most favorable terms used? "Keeps the cookies from going stale, no matter how many months they stay on the shelf," has less appeal than a reference to "fast moving" and "fresh." Savings on a case or 100 cases may make a more intriguing picture than the saving on one package.

Is the presentation striking, or easily remembered? Smoking up a foil label with a candle and then wiping off the smudge is far more effective than all the words a thesaurus offers for "stainless."

With such road signs as these, the group discussion follows a prearranged course:

1. The man who acted the salesman in the recording criticizes his own presentation. He never quite ceases to be surprised by the sound of his own voice and almost always has some immediate, valuable comment on his own work.

2. The sales manager who assumed the role of prospect gives his reactions.

3. Members of the group are asked to say what they liked about the presentation and cite examples of knowledge of product and appreciation of prospects' problems.

4. After the pros, the cons are requested. What can the salesman do to improve his presentation?

"This system works wonderfully," declares Steinmetz. "It gives the men a real, personal interest in improving themselves. In preliminary training, the method is used at the beginning of the trainees' course and repeated at the end. The two recordings are then compared.

"The same routine, or variations of it, prove extremely worth-while at regional sales meetings. Even salesmen with years of experience come up with valuable pointers on their own or others' techniques after a session with a tape recorder. **The End**

How Graphic Calculator serves leading industries



"selling help . . . which pays off . . ."

"Over the past 10 years," reports Mr. W. A. Scherff, Adv. and Sales Prom. Mgr. of Plymouth Cordage Co., Plymouth, Mass., "I have been very much impressed with the acceptance GRAPHIC Calculators receive, their constant usage, and the actual selling help they provide.

"It is this latter element which pays off," concludes Mr. Scherff.

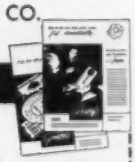
The inexpensive Baler Twine Cost Calculator shown above is one of four designed by Graphic Calculator for Plymouth Cordage. With it, a farmer can quickly and easily calculate his savings in time, labor costs, stops in the field, space and hay crop losses . . . by using Plymouth Red Top Baler Twine.

Companies of every size, in every industry, find that GRAPHIC Visual Aids are remarkable sales stimulators. Whatever your need . . . *calculators* to solve customers' problems . . . *selectors* to help them choose your product . . . *demonstrators* to show your product or *visualizers* to aid in using your product . . . let us show you how a GRAPHIC DEVICE can solve *your* problem. Just mail the coupon today, without obligation.

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Decisions relating to advertising and marketing procedures are often based on information furnished by ACB Newspaper Research Services. Thus, the accuracy and promptness of these services is highly important.

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ACB

The ADVERTISING CHECKING BUREAU INC.

Sterling Sales Now Centralized

(continued from page 27)

deeply. Aggregate profits for all the years through 1918 were $6.5 million. Yet in that year the company bought for $5.3 million, at a public auction of the Alien Property Custodian, the American business (and intangible assets) of the German Bayer Co., including its aspirin and many other products, trade marks and patents.

When Weiss and Diebold retired in 1941, Edward S. Rogers became chairman and Jim Hill president. Sterling's world-wide sales then were nearly $48 million. . . . "Miracles" might have been claimed for earlier patent medicines (especially before the Food & Drug Act was passed in 1906). But the new Sterling was in fact creating "miracle drugs." In the '30's, for example, Winthrop Chemical (now Winthrop Laboratories) introduced such things as Luminal and Novocain; Prontosil, first of the sulfas, and Atabrine, the first drug to replace 300-year-old quinine in the fight against malaria.

Of the $164.2 million volume in 1954, 78% was in medicinal preparations (and half of this in "ethical" drugs); 11% each in household and toilet articles, and in industrial products.

Of the estimated $175 million total in 1955, the U. S. share was about $105 million. About $50 million of this was done by products now in the National Brands Division.

Operation World-Wide

The company's "map" and list of units might seem to compound confusion. In continental U. S., Hawaii and Puerto Rico today, Sterling has 15 plants and 22 offices. (One "plant" is Sterling-Winthrop Research Institute, where 300 scientists provide many of the outfit's creative brains.) In 26 other countries Sterling operates 28 plants and 51 offices.

But while an over-all listing shows 44 "units"—subsidiaries, divisions, institutes and laboratories—unification has gone ahead fast. The annual report for 1945 named 10 basic divisions. The report for 1955 will present only four: Hilton-Davis Chemical Co. Division; Frederick Stearns & Co. Division of Sydney, Australia; Sterling-Winthrop Research Institute, and National Brands Division. Everything else has been merged into or functions under these four.

Edward Rogers was a lawyer. Jim Hill joined the company in 1929 as a tax accountant. Dr. J. (for John) Mark Hiebert was graduated in medicine from Boston University, and got his Sterling start in medical research. (Among his developments was Demerol.) He was executive v-p before being elected president last fall. Since 1949 Hill had served as both chairman and president.

Whatever their experience, Sterling's top strategists have been salesminded. Hill and Hiebert appeared at meetings in December when salesmen of the former three "brands" divisions (minus the Far Westerners, already "unified") were told about the new setup. Some were shifted to Cooke's "Marketing" department. Some older men were retired. Sterling says that only the "less qualified" were released.

Bigger Opportunities

Those who remain in "Sales" under Burns, Hiebert points out, have a bigger job, with bigger opportunities. Each can harness, and further develop, the wide assured demand for such leaders as Bayer and Phillips. Each can meet, and develop, many more dealer needs. He can get to know each dealer better, and work with him more effectively to get the entire line displayed, promoted and sold.

"We don't have a separate 'missionary' sales force for new products," Hiebert explains. "Each man's 'mission' is to sell the entire line — including the new members and the slower-movers—and then to *help* him to sell *more*."

To get products displayed Sterling's men employ payments or persuasion, or both. Cooke's department, especially, ties merchandising and cooperative advertising into every sale. Both groups work on a year-round schedule of retailer promotions to cover all members of the line. And Sterling joins with other drug-product advertisers to develop promotions for their mutual benefit: A year ago Phillips and Bayer joined with Listerine, Noxzema and Vaseline in offering dealers a "Medicine Chest" — and sold 50,000 of them. With Vicks added, this promotion is now being repeated.

The partnership that started in Sistersville 55 years ago, it seems, still has plenty of chance for advancement. But the more product-creative a company becomes, the more sales-creative and sales-controlling it must be.

Sterling's medicine men must make a lot of markets say *Aaaah*!

The End

"Lost Sale" Quiz #40

Preoccupied Pierre

"The Engrossed Egret"



. . . becomes too absorbed in his own involved product presentation

HE LOSES SALES BECAUSE . . .

(a) . . . he fails to find out whether his points are getting across

(b) . . . he doesn't try to answer the prospect's questions

(c) . . . he leaves doubts in the prospect's mind

All of these are indications that the salesman and the prospect aren't pulling together. However it's best summed up by saying (a) that Pierre fails to notice whether his points are getting across.

To make certain your prospect is following you, understands you, and agrees with you, ask "leading questions" throughout your presentation. These questions actually serve two purposes: They are a constant measure of your prospect's reaction to your sales points; they also tell you "how" and "when" to close.

Editor's Note: Sixteen of these sales cartoon quizzes have been bound in a handsome, two-color booklet titled "The Lost Sale." Order your copies now. Prices: $1.00 per copy up to 11 copies; 80c per copy 12 to 99 copies; 60c per copy 100 or more copies. Send order and check to Sales Management magazine, 386 Fourth Ave., New York 16, N. Y.

The Daily Newspaper retains...



advertising leadership in a changing world

Ours has been an unique observation post of advertising.

For more than 30 years ACB has read every daily and Sunday newspaper advertisement published in the U. S. When ACB started this job, the headlines were telling of General Pershing's appointment to high command in World War I.

Since that time electronic advertising media have been invented and come into common use. Competitive printed media has, during that time, made an impressive growth. But during all this time the daily and Sunday newspaper has grown still faster in circulation and advertising, until now more advertising runs in the daily newspapers than in all other media combined. There are 45 million families in the U. S., but 54 million newspapers are sold daily. More newspapers are sold than bottles of milk!

Why Newspaper Linage Grows

From ACB's unique observation post we have seen some of the reasons why this growth in newspaper advertising . . . the ability to name the local store . . . the ability to step up dealer distribution and cooperation . . . the ability to select the most productive markets.

Our reading in behalf of the daily newspaper publishers led us into Newspaper Research Services for merchandisers. See opposite column.

These merchandisers usually ask us to take the jig-saw puzzle of newspaper advertising in 1,393 U. S. cities and put it into one sharp, coherent picture so that they can tell "who" is advertising "what," "where," and just how their own efforts stand in the picture.

ACB furnishes a complete, accurate & dependable service

See opposite page for listing of ACB Service Offices

ACB

The ADVERTISING CHECKING BUREAU INC.

Any SALESMAN WILL SELL MORE ...



WITH A

Zipmaster®

THE PERFECT SALES KIT

COMBINES A RING BINDER DISPLAY UNIT WITH HANDY ZIPPER CASE

Attracts and holds prospect's attention by setting up sales material at a 30° angle when he is standing, or a 60° angle when he is sitting. Two pockets hold order pad, circulars, etc. Weatherproof zipper closure.

SEND For Full Line Folder

Sales Tools, Inc.

1704 West Washington
CHICAGO 12, ILL.

THIS

Idea Powerhouse

IS YOURS FOR THE ASKING!



It's the quick, easy way to come up with LIVE-WIRE IDEAS that pay off BIG!

HOLLYWOOD BANNERS

116 East 32nd Street, New York 16, N. Y.
Telephone: ORegon 9-4790

No Room for "Casper Milquetoasts!"

The Ford Foundation's $1/2 billion gift to a long list of colleges and hospitals points up that new figures, new dimensions, new horizons are going to be the order of the day in America.

Occasionally, in thinking about the changing era, we let our imagination run back a few years to get a better focus. The other day we tried to vision, as an instance, a General Motors' board meeting early in 1948. In our mind's eye we saw the chairman say to the directors: "Gentlemen, last year, 1947, was the largest in our peacetime history, sales of $3.800 billion. And our net income, not far from $300 million, was also the highest figure in our history."

Then musing over this, we asked ourselves what would have been said if a director had gotten up and remarked, "Why, gentlemen, I think we are still miles from the saturation point. My guess is that in the coming decade our volume will triple; we will do $12 billion and our profits will exceed a billion." The directors probably would have whispered to each other something to the effect that "Good old Joe has been working too hard, it's gotten him down."

But good old Joe would have been right on the beam! For 1955, seven years later, will produce for General Motors over $12 billion of sales and over a billion of profit after taxes.

We use this flight of fancy today, along with mention of the Ford Foundation gift, to drive home once more our conviction that corporate management must see to it that sales projections, financial resources and productive facilities are geared to what is likely to be a decade of America's most dynamic growth. There is no place today, as we see it, for timidity in corporate management — "Casper Milquetoasts" just don't fit. Our corporate heads must be men who know how to capitalize the dynamic growth that lies ahead. General Electric, for example, seems to have this understanding in planning for a billion dollar sales increase.

We suppose, incidentally, that at the time of the fancied General Motors' meeting seven years ago there were countless stockholders who disposed of their stock on the ground that the news was so good it could not get better, therefore it was a good time to sell. But it did get better; sales and profits tripled in seven short years. Shareholders no doubt are faced with the same temptation today; they may conclude it is an opportune time to sell because the news is so generally good. But they may discover — we think they will — that not too far in the future the American economy and resulting corporate profits have taken another big leap forward.

—From a newsletter put out by
RALPH E. SAMUEL & CO.,
stock brokers, New York City.

Distribution Costs High?

(continued from page 31)

formed at each level of management, both line and staff. Smooth-working relationships and communication between these tasks must be worked out; authority commensurate with responsibility must be delegated; procedures and inducements for stimulating maximum effort must be applied, and regular evaluations of performance must be made at all levels to eliminate ineffective personnel or unprofitable activities.

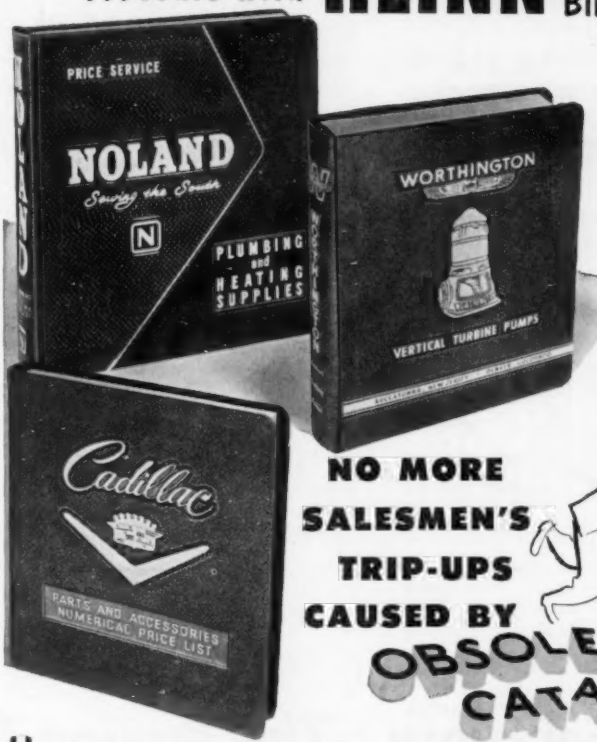
10. The standardization approach. Distribution comprises a multitude of activities in which the human element looms large and in which, therefore, there is much variation in performance. The difficulties of bringing about standardization in these human activities is at bottom the reason for lack of machine mechanization in many phases of distribution, especially in buying and selling. Nevertheless, there are important opportunities for increasing efficiency through standardization.

11. The management approach. The management approach includes and employs all the other approaches just outlined, but there is always something more, a priceless ingredient, which makes its contribution distinctive. It is not alone management's comprehension of all the different avenues by which distribution may be made more efficient and less costly, but also its open-minded, imaginative, and rational approach to the use of new methods under conditions of continual change in distribution. It must consider which alternative combinations of machines, personal effort, advertising, channels, products, etc., will yield the largest distributive return.

A large firm, well-known everywhere, more than 20 years of age, developed a line of hard-frozen branded meat cuts which were to be distributed along with fresh meats and which were well adapted to modern retail self-service selling. This firm spent large amounts of money in providing hard-freezing equipment in its own wholesale units and launched the entire venture in distribution on a wide scale. The venture was an unexpected failure because it had overlooked the then total absence of hard-freezing display cases in retail shops, the consumer prejudice, now past, against anything frozen, the necessity of educational advertising to explain the charging of what seemed to be a higher price for a trimmed meat cut of branded quality as compared with an untrimmed and unbranded fresh meat cut. **The End**

Improved Selling Efficiency

...Yours with **HEINN** Loose-Leaf Binders



Representatives in Principal Cities

NO MORE SALESMEN'S TRIP-UPS CAUSED BY OBSOLETE CATALOGS

HEINN Loose-Leaf Binders help prevent wrong answers, cut down waste motion in selling. All information your salesmen or customers need *stays* up to date and in effective sequence. Your salesmen make more calls and close more orders per 100 calls. Your selling expense drops — an important advantage when you consider survey results:

Average cost of one industrial sales call:

1942	11 Years Later
$9.02 (Printers' Ink report, Feb. 20, 1953)	$17.24 (Established by Sales Executives' Club of New York)

Besides cutting costs per sales call, Heinn Loose-Leaf Binders help you reduce sales correspondence, eliminate much printing waste, and make a better impression on customers. Many Heinn customers, remembering their own experience, would urge you to get the whole vital story.



He'd find facts in three seconds with Heinn indexing.

Mail This Coupon

THE HEINN COMPANY • 314 W. FLORIDA ST. • MILWAUKEE 4, WIS.

We are listing quantities of items on which we'd like complete information:

SM-2

.....SALESMEN'S CATALOG BINDERS
.....DEALER CATALOG BINDERS
.....MANUAL COVERS (Sales, Service, Parts)
.....PRICE BOOKS
.....INDEXES

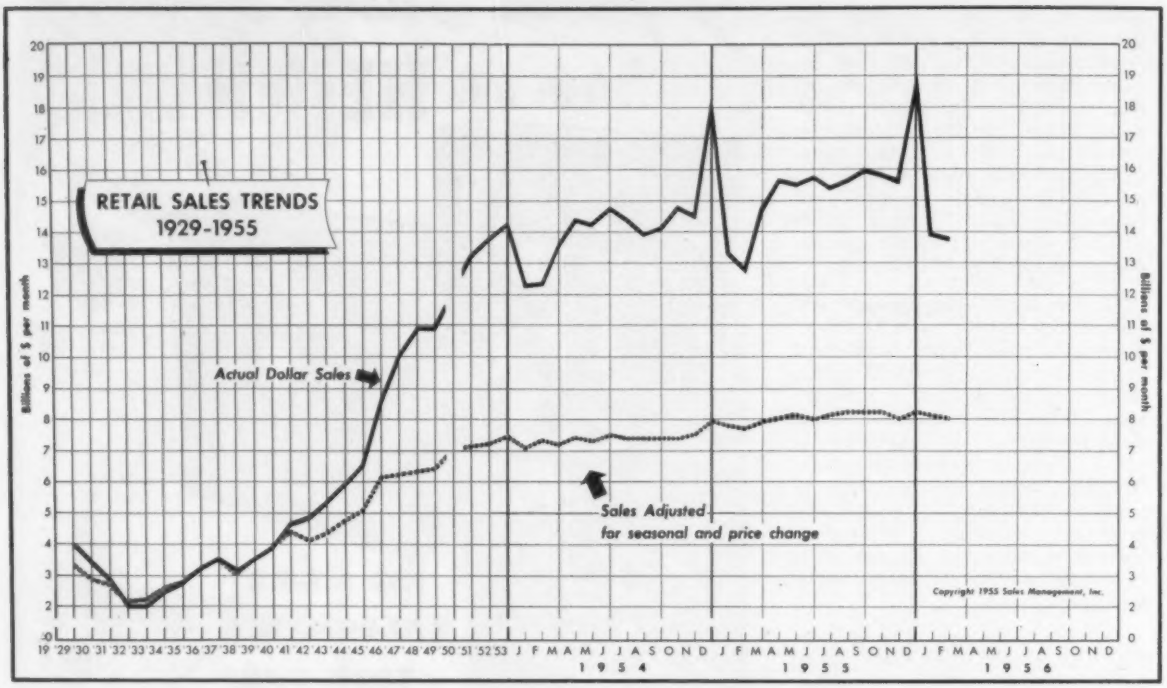
☐ Send "Facts at Your Fingertips," Heinn's new booklet for the catalog planner.

☐ Have your representative call.

Name ..... Firm .....

Address ..... City, State .....

ORIGINATORS OF THE LOOSE-LEAF SYSTEM OF CATALOGING . . . LEADERS SINCE 1896



February : The Buying Spree Eases

BY DR. J. M. GOULD • ***Research Director***
Sales Management's Survey of Buying Power

It is now clear that 1955 was not only the best retailing year in history but that it exceeded by far the most hopeful predictions made for it. We show below the retail box score for the year indicating that retail sales in 1955 topped 1954 by 8.8%, the highest annual gain since 1950. The 21% automotive gain, however, was the key component here; non-automotive sales gained 6%, and this is possibly a better indication of the state of health of retail trade in 1955.

We say this because it is now generally believed that 1956 will not be nearly as good an automotive year as was 1955. The furious pace of auto sales in the early part of 1955 tap-

Retail Sales Box Score

	12-month totals			December		
	1955	1954	%	1955	1954	%
	$ Millions		Change	$ Millions		Change
Food	43,682	41,634	+104.92	4,212	3,920	+107.45
Eating and Drinking Places	13,658	13,131	+104.01	1,177	1,114	+105.66
General Merchandise	20,127	18,858	+106.73	3,035	2,851	+106.45
Apparel	10,792	10,148	+106.35	1,600	1,448	+110.50
Furniture and Appliances	10,020	9,082	+110.33	1,128	1,025	+110.05
Lumber, Building, Hardware	13,843	13,034	+106.21	1,104	1,085	+101.75
Automotive	38,400	31,666	+121.27	3,224	2,823	+114.20
Gasoline Service Stations	12,406	11,445	+108.40	1,098	1,008	+108.93
Drug and Proprietary	5,234	4,941	+105.93	591	530	+111.51
*Total Sales	185,685	170,675	+108.79	19,401	17,872	+108.56

* Includes data for kinds of business not shown in above nine categories.

ered off in December when sales ran 14% ahead of December 1954, and in the first two weeks of January such sales probably ran ahead of the corresponding period a year ago by a much smaller margin. This is necessarily so because 1956-1955 comparisons relate the greatest automotive year in history. But all good things must come to an end, and the auto industry has finally cut back its first-quarter plans about 10% to 15% below the two million cars produced in the first quarter of 1955, in recognition of the existence of nearly 500,000 unsold cars still in the hands of dealers.

Because of an extra selling day, February retail sales will probably register a 7% gain over 1955, but after adjustment this represents a gain of 5% which measured against a good year is still a good performance. Department store sales in early January offer some indication that the rate of gain enjoyed throughout 1955 will probably drop somewhat.

But since in almost all respects we are currently riding the crest of a boom, purchasing power is at peak levels. Therefore there remain plenty of sales opportunities, though as always they require increased promotional and merchandising efforts to be fully exploited.

Among states expected to report better-than-average performance for this February as compared with last February are:

Alabama	Michigan
Florida	Ohio

The leading cities, those with a City-National Index well above average are:

Fort Lauderdale, Fla	125.0
Birmingham, Ala.	117.0
New London, Conn.	117.0
Ventura, Cal.	115.0
Detroit, Mich.	114.9
Butte, Mont.	114.8
Santa Ana, Cal.	113.7
Gadsden, Ala.	113.6
Warren, O.	111.7
Tucson, Ariz.	110.9
San Bernardino, Cal.	110.7
Sioux Falls, S.D.	110.6
Johnstown, Pa.	110.4
Bartlesville, Okla.	110.1
Gary, Ind.	110.0
San Jose, Cal.	109.4
Pontiac, Mich.	109.4
Bethlehem, Pa.	109.2
Riverside, Cal.	109.1
Lorain, O.	109.0
Long Beach, Cal.	108.6
Greensboro, N.C.	108.6
Elyria, O.	108.6
Kalamazoo, Mich.	108.5
Mansfield, O.	108.3
Flint, Mich.	108.0

Sales Management's Research Department with the aid of Market Statistics, Inc., maintains running charts on the business progress of more than 283 of the leading market centers of the country.

Monthly data which are used in the measuring include bank debits, sales tax collections, Department of Commerce surveys of independent store sales, Federal Reserve Bank reports on department store sales.

The retail sales estimates presented herewith cover the expected dollar figure for all retail activity as defined by the Bureau of the Census. The figures are directly comparable with similar *annual* estimates of retail sales as published in SM's *Survey of Buying Power*.

Three Index Figures Are Given the first being "City Index, 1956 vs. 1939." This figure ties back directly to the official 1939 Census and is valuable for gauging the long-term change in market. It is expressed as a *ratio*. A figure of 400.0, for example, means that total retail sales in the city for the month will show a gain of 300% over the same 1939 month. In Canada the year of comparison is 1941, the most recent year of official sales Census results.

The second figure, "City Index, 1956 vs. 1955" is similar to the first except that last year is the base year. For short-term studies it is more realistic than the first, and the two together give a well-rounded picture of how the city has grown since the last Census year and how business is today as compared with last year.

The third column, "City-National Index, 1956 vs. 1955," relates the city's changes to the total probable national change for the same period. A city may have this month a sizable gain over the same month last year, but the rate of gain may be less—or more than that of the nation. All figures in this column above 100 indicate cities where the change is more favorable than that for the U.S.A. The City-National Index is derived by dividing the index figure of the city by that of the nation.

The Dollar Figure, "$ Millions," gives the total amount of retail sales for the projected month. Like all estimates of what is likely to happen in the future, both the dollar figure and the resultant index figures can, at best, be only good approximations, since they are necessarily *projections* of existing trends. Allowance is made in the dollar estimates for the expected seasonal trend, and cyclical movement.

The index and dollar figures, studied together will provide valuable information on both rate of growth and actual size of a city market.

These exclusive estimates are fully protected by copyright. They must not be reproduced in printed form, in whole or in part, without written permission from SALES MANAGEMENT, INC.

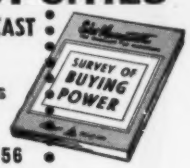
Suggested Uses for These Data include (a) special advertising and promotion drives in spot cities, (b) a guide for your branch and district managers, (c) revising sales quotas, (d) checking actual performances against potentials, (e) basis of letters for stimulating salesmen and forestalling their alibis, (f) determining where drives should be localized.

★ Cities marked with a star are Preferred-Cities-of-the-Month, with a level of sales compared with the same month in 1955 which equals or exceeds the national change.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR FEBRUARY, 1956

RETAIL SALES FORECAST
(S.M. Forecast for February, 1956)

	City Index 1956 vs. 1939	City Index 1956 vs. 1955	City Nat'l. Index 1956 vs. 1955	$ (Million) February 1956
United States	496.7	107.0	100.0	13655.00
Alabama				
★ Birmingham	633.2	125.2	117.0	41.60
★ Gadsden	742.9	121.6	113.6	6.09
★ Mobile	760.2	113.5	106.1	15.36
★ Montgomery	546.0	109.2	102.1	11.08
Arizona				
Phoenix	749.0	104.3	97.5	23.59
★ Tucson	994.0	118.7	110.9	15.41
Arkansas				
Fort Smith	595.7	100.9	94.3	6.20
Little Rock	411.5	105.1	98.2	13.08
California				
Bakersfield	497.8	104.3	97.5	11.40
★ Berkeley	447.6	108.3	101.2	10.07
Fresno	511.8	100.7	94.1	17.91
★ Long Beach	710.4	116.2	108.6	40.00
Los Angeles	507.8	104.8	97.9	261.01
Oakland	412.4	106.5	99.5	48.99
Pasadena	629.5	104.0	97.2	22.79
★ Riverside	764.7	116.7	109.1	8.72
★ Sacramento	528.5	114.2	106.7	27.43
★ San Bernardino	705.0	118.4	110.7	12.48
★ San Diego	744.1	108.2	101.1	46.73
★ San Francisco	361.4	107.3	100.3	91.04
★ San Jose	578.5	117.1	109.4	17.53
★ Santa Ana	849.1	121.7	113.7	10.95
★ Santa Barbara	550.6	110.0	103.7	8.42
Stockton	497.5	100.9	94.3	12.14
★ Ventura	707.8	123.1	115.0	5.10
Colorado				
★ Colorado Springs	553.4	110.0	103.7	7.64
Denver	464.4	106.0	99.1	54.29
Pueblo	477.7	101.5	94.9	7.17

Fool-Proof Proving Ground

For testing your product at the retail level, New London gives you:

The highest retail sales per family of any Connecticut city of 25,000 or over population (SM '55 Survey).

Isolation never penetrated by any outside newspaper.

Ask us for the complete market facts about this ideal, fool-proof testing city now.

The Day
NEW LONDON, CONNECTICUT
National Representatives:
GILMAN, NICOLL & RUTHMAN

YOU'RE SUNK

IN MERIDEN-WALLINGFORD Conn. Without The RECORD & JOURNAL

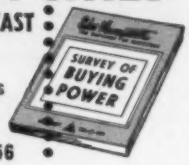
Why? Because Hartford and New Haven newspapers do *not* cover this rich 90,000 area. Only The Record & Journal does it. Ask for complete market data now!

The Meriden
RECORD & JOURNAL
MERIDEN, CONNECTICUT
National Representatives:
Gilman, Nicoll & Ruthman

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the **Survey of Buying Power** for full population, sales and income data on these cities.



FOR FEBRUARY, 1956

RETAIL SALES FORECAST
(S.M. Forecast for February, 1956)

	City Index 1956 vs. 1939	City Index 1956 vs. 1955	City Nat'l. Index 1956 vs. 1955	$ (Million) February 1956
Connecticut				
★ Bridgeport	490.1	113.0	105.6	23.67
Hartford	401.8	102.8	96.1	28.65
Meriden-Wallingford	422.3	105.4	98.5	6.08
★ Middletown	466.9	108.7	101.6	3.64
★ New Haven	396.2	114.3	106.8	22.70
★ New London	542.2	125.2	117.0	6.89
Stamford	487.4	99.2	92.7	8.48
Waterbury	401.8	103.8	97.0	11.49
Delaware				
Wilmington	433.2	104.8	97.9	18.50
District of Columbia				
★ Washington	450.8	112.6	105.2	119.23
Florida				
★ Fort Lauderdale	960.4	133.8	125.0	11.33
Jacksonville	648.8	105.1	98.2	31.53
★ Miami	795.9	113.2	105.8	53.96
★ Orlando	679.7	109.9	102.7	11.76
★ Pensacola	610.5	113.7	106.3	6.78
★ St. Petersburg	760.2	112.5	105.1	16.27
★ Tampa	660.4	109.4	102.2	20.01
Georgia				
★ Albany	715.0	107.0	100.0	4.72
Atlanta	520.7	106.6	99.6	58.90
Augusta	530.4	101.4	94.8	8.75
★ Columbus	621.8	110.6	103.4	9.70
Macon	491.0	104.0	97.2	8.10
Savannah	455.6	102.3	95.6	10.34
Hawaii				
Honolulu	506.2	103.8	97.0	26.27
Idaho				
Boise	403.2	102.4	95.7	5.85



"Getting Bigger Every Day . . ."

PITNEY-BOWES PLANS $3 MILLION EXPANSION

Just one more factor behind Stamford's remarkable growth. 300 more employes will be added to the P-B payroll—still more purchasing power in the state's richest and fastest-growing large sales market. Your share of Stamford's sales gets bigger overnight. Make sure you're getting it—through the Advocate . . . daily reading in 99% of the city's homes.

Stamford Advocate
STAMFORD, CONN.
Represented by
The Julius Mathews Special Agency, Inc.

YOU ALWAYS GET

MORE DRUG SALES in MIDDLETOWN

Middletown's drug store sales are almost DOUBLE the U.S. family average — 90% above!

They total $1,543,000 — while retail druggists in other sections of the Greater Middletown Market (Middlesex County) ring up an *additional* $1,308,000 . . . for a grand total of $2,851,000 drug sales.

In drugs . . . as in other retail lines . . . the record shows that the 21,000 families in the Middletown market habitually buy in plus quantities. There's always MORE sales for you in this market — when you use the Press!

No combination of outside newspapers comes anywhere near equaling its blanket coverage of Greater Middletown.

THE MIDDLETOWN PRESS
MIDDLETOWN, CONN.
The Julius Mathews Special Agency

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR FEBRUARY, 1956

RETAIL SALES FORECAST
(S.M. Forecast for February, 1956)

	City Index 1956 vs. 1939	City Index 1956 vs. 1955	City Nat'l. Index 1956 vs. 1955	$ (Million) February 1956
Illinois				
Bloomington	419.4	102.1	95.4	5.45
★ Champaign-Urbana	480.2	110.6	103.4	7.87
Chicago	409.1	103.4	96.6	406.93
★ Danville	451.0	107.3	100.3	5.55
★ Decatur	423.0	111.3	104.0	8.93
East St. Louis	442.4	97.2	90.8	7.70
Moline-Rock Island-E. Moline	462.1	105.7	98.8	11.32
★ Peoria	375.4	108.0	100.9	15.06
★ Rockford	529.4	111.7	104.4	15.25
Springfield	473.9	106.4	99.4	12.75
Indiana				
Evansville	474.8	105.7	98.8	14.10
★ Fort Wayne	554.6	110.5	103.3	20.46
★ Gary	602.2	117.7	110.0	17.10
Indianapolis	486.6	105.9	99.0	60.24
Lafayette	483.0	105.6	98.7	5.89
Muncie	435.1	106.7	99.7	6.70
South Bend	523.5	103.0	96.3	16.49
Terre Haute	402.8	102.2	95.5	8.90
Iowa				
Cedar Rapids	467.1	105.7	98.8	10.14
Davenport	460.9	105.7	98.8	10.37
Des Moines	483.0	103.0	96.3	26.08
Dubuque	440.9	106.9	99.9	5.69
Sioux City	327.0	96.1	89.8	8.44
Waterloo	461.0	103.0	96.3	8.62
Kansas				
Hutchinson	466.3	104.5	97.7	4.94
Kansas City	473.0	104.9	98.0	10.88
Topeka	506.0	105.9	99.0	10.47
Wichita	703.4	98.2	91.8	24.55
Kentucky				
★ Lexington	489.9	108.7	101.6	10.63
★ Louisville	516.6	107.7	100.7	44.43
Paducah	465.6	94.5	88.3	4.47
Louisiana				
Baton Rouge	672.7	102.3	95.6	12.31
★ Lake Charles	729.4	107.3	100.3	5.40
★ Monroe-West Monroe	580.3	113.4	106.0	7.43
New Orleans	497.5	103.1	96.4	51.34
★ Shreveport	569.3	112.6	105.2	17.59
Maine				
Bangor	380.3	104.3	97.5	5.06
Lewiston-Auburn	400.6	105.2	98.3	6.69

LARGEST "FOOD BASKET"
in Maine's 4th Largest Food Market

York County's $27,786,000 food sales are the fourth largest of Maine's sixteen counties . . . and the largest single "food basket" in the county is Biddeford-Saco — with 38% of its food sales.

And averaging $1,149 per family —$281 above the national average!

Biddeford-Saco's $10,568,000 food sales are the key to this big York County food market . . . and the Journal alone can deliver them for you. Its 99% coverage indicates how little selling influence outside newspapers have in B-S homes.

THE BIDDEFORD
JOURNAL
BIDDEFORD, ME.
Represented by
The Julius Mathews Special Agency, Inc.

Best Income Distribution
in Fairfield County

Fairfield County's family income is the second highest of all metropolitan areas . . . and Norwalk—one of the area's three shopping centers—shows the best income distribution in the county.

59% of Norwalk's Consumer Spending Units earn from $4,000 UP, and own 85% of the total income . . . while 80% are above the $2,500 level, with 96% of the dollars. What's more, Norwalk has the *highest income* per unit in the county!

You can't miss in Norwalk . . . and the big-income towns in its trading area . . . IF you schedule the Hour—only daily able to tap this market in proportion to its huge potential—30,600 families . . . $245,796,000 income . . . $139,121,000 retail sales.

The Norwalk Hour
NORWALK, CONN.
96% Coverage of A.B.C. City Zone (60,425)
57% of the Trading Area
Represented by
The Julius Mathews Special Agency, Inc.

DECATUR!
THE BOOM CITY OF ILLINOIS

Sales reflect spectacular market expansion

- Only metropolitan Illinois market to show a retail sales gain in 1954—up 2.6% (S.M. 1955)
- Third in business activity among 32 metropolitan areas in five states of the 7th Federal Reserve District—up 6.8% (Federal Reserve Bank Survey)
- Consistent Sales Management "High Spot" city.

Reach *All* the Big DECATUR Trading Area with the . . .

Decatur Herald and Review

100% Metropolitan area coverage
Pop. 108,800. Retail Sales: $140,338,000

62.1% Coverage, official 10-county Rand McNally trading area
Pop. 284,600. Retail Sales: $308,747,000

49.4% Coverage total *Herald and Review* 15-county market
Pop. 408,300. Retail Sales: $434,980,000

Decatur Herald and Review
A Lindsay-Schaub Newspaper
Member Illinois Color Comic Group
Jann & Kelley, Inc. Nat'l. Reps.

WHEN YOU SCHEDULE THE

PORTLAND, MAINE NEWSPAPERS

You SELL a STATE-SIZE Market



This single advertising buy gives your advertising a state-size impact—blankets 61% of Maine's population, 65% of its income, 64% of its retail sales . . .

in a 9-County Sales Area with more Consumers, more Income, more Retail Sales than New Hampshire, Vermont, Delaware, Nevada or Wyoming.

560,100 POPULATION . . . $796,428,000 INCOME . . . $580,197,000 RETAIL SALES

PORTLAND NEWSPAPERS NATIONALLY RECOGNIZED FOR RESULTS

Year after year, Portland is one of the nation's most used test markets — currently the most used in the 75-100,000 population group, sixth most used of all test cities regardless of size. That's because advertisers know they'll get results in Portland—through the Portland Newspapers. That's why we emphasize:

Schedule the Portland, Maine, Newspapers—for sure-fire results. 94% coverage of the city and retail trade zone and 52% of the entire nine counties.

PORTLAND, MAINE NEWSPAPERS

PRESS HERALD EVENING EXPRESS

SUNDAY TELEGRAM

78,688 Daily **93,222 Sunday**

Represented by The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR FEBRUARY, 1956

RETAIL SALES FORECAST
(S.M. Forecast for February, 1956)

	City Index 1956 vs. 1939	City Index 1956 vs. 1955	City Nat'l. Index 1956 vs. 1955	$ (Million) February 1956
Maine (cont.)				
Portland	384.2	100.9	94.3	11.56
Maryland				
Baltimore	414.6	104.2	97.4	103.49
Cumberland	317.6	101.3	94.7	4.45
★ Hagerstown	415.5	113.6	106.2	4.74
Massachusetts				
Boston	313.6	100.7	94.1	100.99
Brockton	332.4	104.4	97.6	6.88
Fall River	356.8	104.6	97.8	9.49
Holyoke	420.2	103.6	96.8	6.05
Lawrence	373.4	105.6	98.7	8.78
★ Lowell	428.9	109.1	102.1	8.71
Lynn	431.0	101.5	94.9	9.78
★ New Bedford	359.9	107.3	100.3	9.65
★ Pittsfield	372.8	113.4	106.0	5.96

GREATEST SELLING IMPACT IN MASSACHUSETTS

The real experts on a newspaper's pulling power are the retailers—who *continue* to buy advertising *only* if the paper *always* produces big results.

The Berkshire Eagle—**with consistently more local linage than any other single newspaper in Massachusetts**—has the heaviest retailer endorsement in the state.

That's something to remember when making up advertising lists — plus these other facts: Pittsfield is rich in top-rated industries, employing 14,000 workers . . . **has one of the top wage averages in the state** . . . with the highest per capita sales of all metropolitan areas — while the Eagle delivers its big impact in 100% of the city zone homes, 70% of the metropolitan area's.

BERKSHIRE EVENING EAGLE
PITTSFIELD, MASS.

Represented by
The Julius Mathews Special Agency, Inc.

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.

FOR FEBRUARY, 1956



RETAIL SALES FORECAST
(S.M. Forecast for February, 1956)

	City Index 1956 vs. 1939	City Index 1956 vs. 1955	City Nat'l. Index 1956 vs. 1955	$ (Million) February 1956
Massachusetts (cont.)				
Salem	435.4	104.4	97.6	5.62
Springfield	358.0	101.8	95.1	19.69
Worcester	351.7	105.6	98.7	21.42
Michigan				
Battle Creek	509.5	106.0	99.1	8.15
Bay City	468.1	106.7	99.7	6.65
★ Detroit	575.3	122.9	114.9	251.45
★ Flint	580.5	115.6	108.0	27.34
Grand Rapids	518.3	105.9	99.0	27.52
★ Jackson	555.2	115.3	107.8	10.22
★ Kalamazoo	511.1	116.1	108.5	12.06
★ Lansing	483.6	113.4	106.0	14.80
★ Muskegon	510.5	111.2	103.9	7.86
★ Pontiac	603.9	117.1	109.4	12.32
★ Port Huron	449.7	112.9	105.5	5.35
★ Royal Oak-Ferndale	830.2	114.7	107.2	11.87
★ Saginaw	531.9	110.9	103.6	12.55
Minnesota				
Duluth	339.6	105.2	98.3	10.73
Minneapolis	368.5	100.5	93.9	65.19
St. Paul	334.1	105.8	98.9	36.79
Mississippi				
★ Jackson	578.5	109.8	102.6	9.89
Meridian	429.1	106.6	99.6	3.43
Missouri				
Joplin	407.8	106.9	99.9	4.85
Kansas City	470.5	101.8	95.1	69.54
St. Joseph	335.9	99.1	92.6	6.38
St. Louis	401.6	106.5	99.5	93.33
★ Springfield	498.1	108.1	101.0	8.52
Montana				
Billings	492.7	101.7	95.0	6.01
★ Butte	256.0	122.8	114.8	4.22
Great Falls	398.0	101.2	94.6	5.33

RETAIL SALES FORECAST
(S.M. Forecast for February, 1956)

	City Index 1956 vs. 1939	City Index 1956 vs. 1955	City Nat'l. Index 1956 vs. 1955	$ (Million) February 1956
Nebraska				
Lincoln	474.1	103.7	96.9	12.88
Omaha	401.4	98.7	92.2	27.81
Nevada				
Reno	442.0	104.9	98.0	6.63
New Hampshire				
Manchester	365.2	102.3	95.6	8.07
Nashua	354.1	106.8	99.8	3.36
New Jersey				
Atlantic City	422.5	104.9	98.0	12.38
★ Camden	520.6	112.6	105.2	16.87
Elizabeth	468.0	106.8	99.8	13.85
★ Jersey City-Hoboken	375.6	109.9	102.7	28.58
Newark	336.8	102.6	95.9	55.17
★ Passaic-Clifton	434.1	107.9	100.8	13.28
★ Paterson	460.0	107.9	100.8	20.79
Trenton	379.5	100.8	94.2	16.28
New Mexico				
Albuquerque	950.0	102.5	95.8	14.53
New York				
Albany	370.6	99.5	93.0	18.46
Binghamton	392.9	105.7	98.8	10.96
Buffalo	416.0	105.7	98.8	68.39
Elmira	457.9	100.3	93.7	8.10
★ Hempstead Township	730.1	113.5	106.1	56.73
★ Jamestown	444.9	108.1	101.0	6.14
New York	368.1	101.7	95.0	771.79
★ Niagara Falls	453.4	110.4	103.2	10.57
Poughkeepsie	415.5	103.6	96.8	7.73
Rochester	377.0	104.5	97.7	42.07
★ Rome	497.1	109.4	102.2	3.93
Schenectady	389.4	102.4	95.7	11.45
Syracuse	392.1	105.5	98.6	27.29
★ Troy	381.8	109.5	102.3	8.55
Utica	398.6	101.8	95.1	11.84
North Carolina				
Asheville	449.3	103.3	96.5	7.59
★ Charlotte	601.6	113.3	105.9	18.83
Durham	412.2	95.9	89.6	6.76
★ Greensboro	921.3	116.2	108.6	16.86
★ High Point	490.0	108.2	101.1	4.26
★ Raleigh	568.5	108.5	101.4	9.49

$836,365.00 SALES A WEEK — MUST TARGET FOR ADVERTISERS

In Taunton—Bristol County's third major market—retail cash registers ring up an average of $836,365.00 sales a week!

That kind of spending . . . every week in the year . . . offers a big pay-off to brand advertisers. But there's only one sure way to persuade local shoppers to buy your brand—through the Gazette.

Fringe circulation of outside newspapers can't do it. The Gazette alone is in solid . . . the home newspaper of 90% of the city's families—who buy $278 more a year than the average U.S. family.

Taunton Gazette

TAUNTON, MASS.

Established 1884

Represented by

The Julius Mathews Special Agency, Inc.

25% MORE SALES than the AVERAGE CITY

Retail sales in New York state cities average 28% above par volume. A remarkable sales production record, but . . .

Little Falls beats that record by a mile—with a 35% plus. That's 25% better than the average for cities in this state.

And it's a good reason why you should be using the Little Falls Times—whose thorough coverage and low advertising cost . . . combined with the market's record sales production . . . make a terrific buy!

LITTLE FALLS TIMES

LITTLE FALLS, N. Y.

Represented by

The Julius Mathews Special Agency, Inc.

Percentagewise

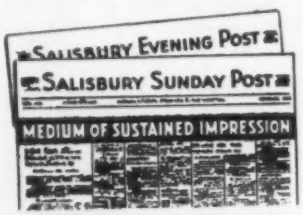
SALISBURY

is one of America's outstanding markets

Test after test by major companies prove Salisbury to be one of the most responsive markets, percentagewise, in the U.S. Because of POST influence, built up over 50 years, and a high-earning, free-spending population, you can expect a remarkably satisfactory ratio of sales to advertising expenditure in this wonder market of North Carolina.

17,000 circulation. Only paper in the market.

Food preference survey now ready. Write for your copy.



Salisbury, North Carolina

In the Altoona MIRROR *any* day or *every* day you can buy ROP Full

COLOR

The positive advantage of using color to make your sales message more effective is apparent to any advertiser experienced in newspaper advertising. *Color* can transform an otherwise "ordinary" advertisement into an inviting, *vibrant* presentation of your product. *Color* not only enhances the general layout of your advertisement—it can bring to it a new quality . . . that vital intangible required to *stop* and *hold* your prospect's attention! You sell faster with *color!*

Color is available in the ALTOONA MIRROR any or all six days of the week! Use the combination you want.

1 - 2 - 3 COLORS

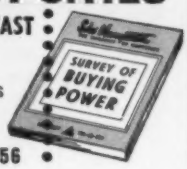
Altoona Mirror.

ALTOONA, PENNSYLVANIA
"Nothing Counts But Results"
RICHARD E. BEELER, Advertising Manager

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR FEBRUARY, 1956

RETAIL SALES FORECAST
(S.M. Forecast for February, 1956)

	City Index 1956 vs. 1939	City Index 1956 vs. 1955	City Nat'l. Index 1956 vs. 1955	$ (Million) February 1956
North Carolina (cont.)				
Salisbury	442.0	105.8	98.9	3.23
Wilmington	481.8	103.4	96.6	4.67
★ Winston-Salem	482.0	110.7	103.5	9.25
North Dakota				
Fargo	412.6	99.8	93.3	5.53
Ohio				
★ Akron	451.0	111.2	103.9	32.11
★ Canton	442.9	112.7	105.3	15.24
★ Cincinnati	396.7	108.2	101.2	60.02
★ Cleveland	443.9	113.8	106.4	122.55
Columbus	456.6	103.4	96.6	47.72
★ Dayton	541.6	109.6	102.4	37.86
★ Elyria	615.4	116.2	108.6	4.98
Hamilton	561.6	105.1	98.2	7.53
Lima	434.9	98.8	92.3	6.39
★ Lorain	708.1	116.6	109.0	7.79
★ Mansfield	489.9	115.9	108.3	6.91
★ Middletown	498.2	112.0	104.7	4.78
Portsmouth	395.9	102.5	95.8	4.91
★ Springfield	434.8	107.9	100.8	8.78
★ Steubenville	329.2	112.9	105.5	5.10
★ Toledo	444.9	110.9	103.6	38.44
★ Warren	579.8	119.5	111.7	8.23
★ Youngstown	365.9	114.8	107.3	19.17
★ Zanesville	372.8	108.3	101.2	4.81
Oklahoma				
★ Bartlesville	506.8	117.8	110.1	2.69
Muskogee	374.4	104.0	97.2	3.18
Oklahoma City	512.9	105.8	98.9	30.93
★ Tulsa	628.2	108.9	101.8	27.95
Oregon				
★ Eugene	646.8	107.5	100.5	7.70
★ Portland	476.5	108.0	100.9	57.47
Salem	534.1	100.9	94.3	7.10
Pennsylvania				
★ Allentown	451.8	108.6	101.5	14.41
★ Altoona	330.4	110.5	103.3	6.94
★ Bethlehem	505.9	116.8	109.2	7.18
Chester	504.3	106.4	99.4	8.72
★ Erie	541.0	108.0	100.9	17.15
Harrisburg	403.4	103.6	96.8	13.31
Hazleton	314.6	102.4	95.7	3.49
★ Johnstown	363.3	118.1	110.4	8.57
★ Lancaster	374.8	109.5	102.3	8.77
Norristown	406.2	102.7	96.0	4.51



Key to Penn's 3rd largest market

We've broken our own record! 1955 "Globe-Times" figures show a total national linage of 1,529,000. In addition other categories are up sky high, proving that business is booming in Bethlehem, *Definitely* it pays to invest in the paper that *covers* strategically important Bethlehem —the gateway to greater sales. Is the "Globe-Times" on your schedule?

The Bethlehem Globe-Times

Rolland L. Adams, President
Represented nationally by DeLisser, Inc.

FOOD FACT #3
ABOUT NORRISTOWN, PA.

Norristown Is A

BIG FOOD MARKET

$45,155,000.00 Food Sales in City and Retail Trading Zone during 1954!

. . . And only the Norristown Times Herald completely covers this rich food market! Write today for Market Data File.

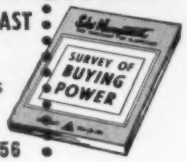
Times Herald
NORRISTOWN, Pa.

Represented Nationally By The Julius Mathews Special Agency

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR FEBRUARY, 1956

RETAIL SALES FORECAST
(S.M. Forecast for February, 1956)

	City Index 1956 vs. 1939	City Index 1956 vs. 1955	City Nat'l. Index 1956 vs. 1955	$ (Million) February 1956
Pennsylvania (cont.)				
Oil City	376.3	98.7	92.2	2.41
Philadelphia	408.8	102.3	95.6	265.83
★ Pittsburgh	438.5	115.5	107.9	97.12
★ Reading	427.8	111.6	104.3	15.40
Scranton	292.4	101.0	94.4	10.82
Wilkes-Barre	354.0	101.9	95.2	9.63
Williamsport	389.8	106.8	99.8	5.34
York	434.8	103.8	97.0	8.52
Rhode Island				
Newport	396.0	104.4	97.6	3.45
★ Providence	336.1	110.3	103.1	29.08
★ Woonsocket	336.3	109.5	102.3	4.27
South Carolina				
★ Charleston	464.7	113.8	106.4	8.88
★ Columbia	593.9	107.0	100.0	12.95
Greenville	560.8	105.5	98.6	9.59
Spartanburg	485.3	100.7	94.1	5.92
South Dakota				
Aberdeen	535.4	98.8	92.3	3.32
★ Sioux Falls	429.1	118.3	110.6	6.57
Tennessee				
Chattanooga	497.2	105.6	98.7	18.25
Knoxville	505.6	102.0	95.3	17.49
Memphis	515.0	100.8	94.2	45.83
★ Nashville	482.8	107.2	100.2	25.49
Texas				
★ Abilene	809.2	113.7	106.3	7.61
★ Amarillo	746.6	110.4	103.2	12.92
★ Austin	602.9	108.6	101.5	15.86
Beaumont	531.7	102.8	96.1	10.53
Corpus Christi	689.9	99.1	92.6	14.42
Dallas	691.3	105.0	98.1	78.53
★ El Paso	634.8	107.4	100.4	16.31
Fort Worth	741.8	106.9	99.9	45.33
Galveston	469.9	99.6	93.1	7.66
Houston	638.7	105.9	99.0	81.37
★ Laredo	592.0	108.1	101.0	3.73

RETAIL SALES FORECAST
(S.M. Forecast for February, 1956)

	City Index 1956 vs. 1939	City Index 1956 vs. 1955	City Nat'l. Index 1956 vs. 1955	$ (Million) February 1956
★ Lubbock	927.6	107.0	100.0	12.89
★ Port Arthur	511.7	107.6	100.6	6.91
San Angelo	562.4	101.8	95.1	5.68
San Antonio	650.2	105.5	98.6	43.95
Texarkana	466.9	99.7	93.2	4.72
★ Tyler	589.5	112.0	104.7	6.48
Waco	666.9	100.6	94.0	10.80
★ Wichita Falls	558.1	108.8	101.7	8.60
Utah				
Ogden	482.8	98.1	91.7	6.18
★ Salt Lake City	502.3	113.8	106.4	25.01
Vermont				
Burlington	392.8	106.6	99.6	4.36
Rutland	319.1	99.0	92.5	2.43
Virginia				
Danville	577.9	103.7	96.9	5.95
★ Lynchburg	443.1	112.8	105.4	6.20
★ Newport News	672.6	114.4	106.9	8.34
Norfolk	593.2	102.8	96.1	24.80
Portsmouth	702.5	102.8	96.1	7.59
Richmond	416.1	100.8	94.2	29.58
★ Roanoke	506.0	113.3	105.9	12.04
Washington				
Bellingham	448.7	97.3	90.9	4.62
★ Everett	529.4	110.1	102.9	6.35
Seattle	467.8	105.1	98.2	64.05
★ Spokane	457.8	107.4	100.4	19.73
★ Tacoma	484.9	109.7	102.5	17.55
Yakima	515.9	106.0	99.1	7.74
West Virginia				
Charleston	423.7	102.9	96.2	12.20
Huntington	401.7	102.8	96.1	8.23
★ Wheeling	340.0	109.9	101.9	7.11
Wisconsin				
Appleton	464.5	104.0	97.2	4.88
★ Green Bay	414.6	109.0	101.9	7.17
★ Kenosha	536.3	114.4	106.9	6.86
La Crosse	476.2	106.9	99.9	6.29
Madison	412.6	104.6	97.8	12.01
★ Milwaukee	430.0	110.2	103.0	81.39
Oshkosh	465.1	101.3	94.7	5.58
★ Racine	499.6	111.1	103.8	8.84
Sheboygan	388.7	105.3	98.4	4.66
Superior	313.4	101.0	94.4	3.04
Wyoming				
Casper	592.6	100.3	93.7	4.50
Cheyenne	509.9	104.5	97.7	4.64

There's This About
WOONSOCKET –

IT'S A 100,000-PLUS MARKET!

Your advertising in The Call reaches a 100,000-plus market . . . gets into 98% of Woonsocket homes. Worthwhile? It's worth nearly $2½ million in drugs, over $17 million in food, over $59 million in total retail sales in the city alone! Make this market yours now, through Woonsocket's one-and-only local daily, the—

WOONSOCKET CALL

Representatives: Gilman, Nicoll & Ruthman
Affiliated: WWON, WWON-FM
COVERS RHODE ISLAND'S PLUS MARKET

Sales Management Selected for HIGH-SPOT CITY

NEWPORT
RHODE ISLAND'S RICHEST MARKET

Newport County families . . . with the highest income in the state . . . spend an average of $1,279 for food—$411 (or 47%) above the national average. Just an example of the plus buying your advertising can promote in this $109,681,000 income market. It's sold only by . . .

The Newport Daily News
Newport County's Only Daily
Largest Circulation in Southern Rhode Island
The Julius Mathews Special Agency, Inc.

A matter of FACT

During 27 years of continuous publication, the Sales Management SURVEY OF BUYING POWER has become the accepted, talked-about source for population, income and sales estimates—based on exclusive data for the U. S., its territories and Canada.

OBJECTIVES: To sell new types of concerns on handling roses and convince merchants that rose bushes mean extra profits.

SCHEDULE: Three-page, four-color inserts in two merchandising papers.

RESULTS: "Over 150 individuals and chains were interested and 38 of these are now handling a large volume. Others are being set up as quickly as possible. It is estimated that from this one advertisement, a potential sale of over $1,000,000 is possible."

AGENCY: William F. Finn and Associates.

building better businesspapers... better businesspaper advertising

THE ASSOCIATED BUSINESS PUBLICATIONS
Founded 1906 • 205 East 42nd St., New York 17, N. Y.



How Co-Op Rose Growers uses businesspapers to branch out into new channels of distribution

HIGH SPOT CITIES

RETAIL SALES FORECAST

See the Survey of Buying Power for full population, sales and income data on these cities.



FOR FEBRUARY, 1956

RETAIL SALES FORECAST
(S.M. Forecast for February, 1956)

	City Index 1956 vs. 1941	City Index 1956 vs. 1955	City Nat'l. Index 1956 vs. 1955	$ (Million) February 1956
Canada	383.7	107.0	100.0	849.20
Alberta				
★ Calgary	540.0	113.0	105.6	18.03
★ Edmonton	592.3	113.8	106.4	18.24
British Columbia				
★ Vancouver	433.2	109.9	102.7	40.47
★ Victoria	395.7	107.1	100.1	9.34
Manitoba				
Winnipeg	331.7	103.5	96.7	29.16
New Brunswick				
Saint John	223.9	102.9	96.2	3.56
Nova Scotia				
Halifax	302.1	104.2	97.4	9.94
Ontario				
★ Hamilton	320.9	110.6	103.4	17.97
London	300.9	102.7	96.0	7.73
Ottawa	296.3	106.8	99.8	15.53
Toronto	385.0	104.3	97.5	99.03
★ Windsor	310.5	121.6	113.6	10.71
Quebec				
★ Montreal	340.9	107.4	100.4	86.51
Quebec	352.7	102.6	95.9	14.35
Saskatchewan				
Regina	390.2	103.3	96.5	9.48

SALES GAINS AND LOSSES

Current operating statements show these changes in net sales volume (millions of dollars) for representative corporations over the similar year-ago:

Key: f indicates fiscal year.

Company	Period	1955	1954
Atlas Sewing Center, Inc.	6 mo.	$ 3.3	$ 2.4
AlbermarlePaperMfg.Co.	36 wks.	16.7	13.4
American Beverage Corp	1 yr. f	1.1	1.0
Armour & Co.	1 yr. f	1,967.7	2,056.1
Bendix Aviation Corp.	1 yr. f	567.2	607.7
Bostitch, Inc.	1 yr. f	20.0	17.4
BostonWovenHose&Rubr.	3 mo.	4.8	8.9
Canadian Breweries, Ltd.	1 yr. f	224.7	161.3
ColoradoMilling&Elevator	6 mo.	49.2	49.8
Copeland Refrigeration	1 yr. f	25.0	23.2
Consolidated Foods Corp.	24 wks.	113.1	98.5
Dayton Malleable Iron Co.	3 mo.	10.0	5.8
Detroit Harvester Co.	1 yr. f	35.9	32.4
Diamond Alkali Co.	1 yr. f	110.2	93.5
Doughboy Industries,Inc.	1 yr. f	14.3	14.8
Dynamics Corp. of America	6 mo.	20.9	21.1
Fischer & Porter Co.	6 mo.	5.1	4.3
Fort Pitt Brewing Co.	1 yr. f	11.6	12.6
Franklin Stores Corp.	6 mo.	18.7	18.5
General Plywood Corp.	1 yr. f	8.5	6.7
Gordon Foods, Inc.	28 wks.	8.2	7.6
GriefBros.CooperageCorp.	1 yr. f	31.9	28.0

Company	Period	1955	1954
Green(A.P.)FireBrickCo.	9 mo.	20.8	17.8
M&M Wood Working Co.	9 mo.	31.9	27.1
MacMillan & Bloedel,Ltd.	1 yr. f	175.2	141.7
McCandless Corp.	6 mo.	1.2	.5
Michigan Bakeries, Inc.	1 yr. f	7.7	7.2
MichiganSeamlessTubeCo.	1 yr. f	9.0	6.3
Moore Drop Forging Co.	1 yr. f	20.2	18.5
National Tank Co.	1 yr. f	31.6	30.6
New Haven Board&Carton	1 yr. f	17.7	18.5
Northwestern States Portland Cement Co.	1 yr. f	6.9	6.3
Nunn-Bush Shoe Co.	1 yr. f	14.9	14.2
Packard-Bell Co.	1 yr. f	21.6	17.7
Prestole Corp.	1 yr. f	3.1	1.7
Prophet Co.	9 mo.	16.4	12.6
Spalding(A.G.)Bros.,Inc.	1 yr. f	26.8	27.1
Utility Appliance Corp.	11 mo.	14.1	*12.2
Wilson Jones Co.	1 yr. f	16.4	15.5

*1954 figure represents fiscal year to Sept. 30; 1955 figure to Aug. 31.

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THE SCRATCH PAD

By T. Harry Thompson



Memo to all of us who write: "It is the mark of great minds to say many things in a few words." — *La Rochefoucauld.*

•

And I got this reminder from Orville Reed around the holidays: "Some folks think an old-fashioned Christmas is one Old Fashioned after another."

•

WOLF: A fine fellow. once you get to no him. — *Sell (The Detroit News).*

•

There is no more convincing real-estate copy than: "First Section Sold Out!"

•

Dandy candy headline: "There's a little bit of love in every box of Loft's."

•

BATHING BEAUTY: A girl worth wading for.—*Grit.*

•

The same publication has a nice departmental coinage: "Curioddities."

•

SLUMBER ENEMY NUMBER ONE
Late to bed and early to rise,
The guest overhead I most despise.
He draws a bath, he drops a shoe,
Provokes my wrath. What can I do?

•

Where there's a will, there's a way . . . for relatives to find out about it, it says here.

•

SKELETON FORCE: A group of men who've worked themselves to the bone.—*Cryptogram.*

•

Among my favorite generals are Washington, Grant, Lee, Eisenhower, Motors, and Electric.

•

"Selling is a little like hog-calling. It isn't the noise you make; it's the appeal in your voice."—*The Country Drummer.*

PESSIMIST: One who blows out the light to see how dark it is.—*Bishop Woodcock.*

•

Crosley's Zoom-a-tenna works like a periscope. You pull it up when you want to see . . . put it down when you don't. Wouldn't "periscope antenna" be a better name?

•

PLAYBOY: A chap who believes in growing old disgracefully.

Chaney Tru-Temp thermometers are calibrated to 60 degrees below zero. In case you're thinking of joining Admiral Byrd.

•

It had to happen . . . this head in the *Fort Lauderdale Sunday News:* "No Nudes Is Bad News for Calendar Art Lovers."

•

Quoting *Air-Conditioning & Refrigeration News,* Curtis News-Briefs said: "Completely astonishing almost all the automotive marketing experts, about 176,000 air-conditioners were installed in private cars during 1955."

•

Neology Dep't.: The waiting-room for expectant fathers at Blodgett Memorial Hospital, Grand Rapids, is called the "heirport."

•

Revised version: "Dividends are a girl's best friend."—*Bache & Co.*

•

Don't lean too heavily on luck, it says here. It's likely to give way.

Tremendous Trifles

The Cadillac Eldorado, the Continental Mark II, the Chrysler Imperial, the Lincoln Capri, and the Packard Clipper are generally conceded to be masterpieces of machinery . . . paragons of perfection . . . in the fine-car field.

Yet none of these luxury vehicles could be driven around the block without a set of four minuscule gadgets known as valve-insides . . . the tiny "corks" which keep the air in the tires!

The television receiver which brings you living theater and the world's great music is just an inert piece of furniture like a night-stand . . . until a small switch connects it with a power-line to make a Magic Lantern our grandfathers hardly dreamed of.

The engineer's watch which keeps the Super Chief on schedule as it tools along glistening ribbons of steel is animated by a wire spring no larger than a vest-button and as fine as human hair.

Examples of "tremendous trifles" are all about us. They point-up the need for taking care of every tiny detail in selling and advertising. Witness: The salesman with the greasy hat-band, selling cars in the $4,300 bracket . . . the copy writer who is too tired to read proof, over and above the routine proofreading at the typographer's . . . the flippant clerk at the retail level who can nullify color-spreads in the magazines and costly schedules on television.

None of us, by nature, likes the minutiae of marketing . . . the fine print . . . the dirty details that can be delegated. But it is well to remind ourselves that sales often swing on tiny hinges. The old sing-song about "For want of a nail, the shoe was lost" has special application to marketing, and at a time when *selling* is the spark-plug of an expanding economy. Let us have proper regard for "tremendous trifles."



How many New Yorkers *who read The News* go on vacations?

The number of News readers who gad about on holidays should bring a grateful gleam to the eyes of passenger agents, plane pilots, steamship magnates, resort operators, proprietors of gift shoppes and eating places, and manufacturers of automobiles, gasoline, tires and seat covers! As a matter of fact, News readers are the most and best customers in New York for almost everything. And if you are ambitious to do more business here, The News is your oyster. Most economical medium, too!

If you'd like to know who buys what and spends the most money in this market, you should see the survey W. R. Simmons & Associates Research, Inc. made for us. Biggest, best conducted, most significant study of newspaper readers and their customer characteristics ever made, anywhere at any time, by anybody! It took 10,345 personal interviews, and cost us more than $150,000 to get the information. Ask your advertising agency or any New York News office to show you

"Profile of the Millions"

THE NEWS, New Yorks' Picture Newspaper... *with more than twice the circulation, daily and Sunday, of any other newspaper in America...*
220 East 42nd St., New York City... Tribune Tower, Chicago...
155 Montgomery St., San Francisco... 1127 Wilshire Blvd., Los Angeles

In the past year

190,000 ***went*** **outside of U.S.**
120,000 ***went to*** **Canada**
170,000 ***went to*** **Florida**

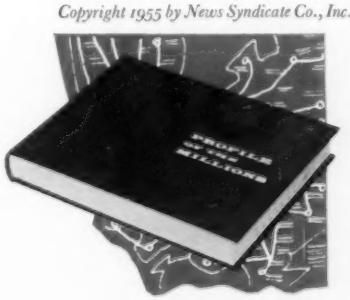
100,000 ***went to*** **Nassau & Suffolk**
90,000 ***went to*** **the Adirondacks**
240,000 ***went to*** **the Catskills**
130,000 Hudson River Valley
110,000 other New York State

140,000 ***went to*** **Pennsylvania**

290,000 ***went to*** **New Jersey**

190,000 ***went to*** **New England States**
150,000 other Eastern States
140,000 other U.S. States

(The above figures refer to 4,780,000 adult readers of The Daily News, who live in New York City and suburbs
Copyright 1955 by News Syndicate Co., Inc.)



What's hot when it's cold in Chicago?



Conrad Nasal was a member of the Conservative Party who never ventured forth in the sneezin' season without ear muffs, galoshes and long red insulators.



As president of Nasal Remedies Inc., he battled colds with nose drop and lozenge. Nasal thought the common cold was common everywhere, so advertised his remedies widely with emphasis on coastal areas where he figured humidity was highest. He concluded that the midwest, being inland, was comparatively dry—so less susceptible to colds.

But along came Joe with a full-blown nose.



Joe had caught his death of damp foolishness plodding Windy City pavements for the Chicago Tribune advertising department.

"Take if from a nose that knows," sneezed Joe, "Chicago is a hot market for cold remedies."



Research proved Joe right.

Medical experts agree that high humidity, crowds and run-down physical conditions are important cold producers. Chicago is more humid in winter than the upper east coast because of air currents from the Gulf and proximity to Lake Michigan.



Almost all Chicagoans are subjected to crowds, and the city's breakneck pace keeps its population pooched. Its 762,000 beautiful working dolls, who often sacrifice warmth for whistles, are prime prospects for the sniffles.



So if you sell anything from antibiotics to hot-buttered zombies, remember the cold-catching candidates in the Chicago market. If you sell anything else, remember that the Chicago Tribune knows its onions when it comes to facts that will help you solve your Chicago marketing or sales problems.



Nobody knows Chicago like the Tribune



The Tribune has spent several million dollars to find out who your best customers are, where they live and shop, why they buy. These facts are yours for the asking.

Nothing sells the Chicago market like the Tribune

Retail sales in Chicago and the 206 Chicagoland counties are big—valued at $17 billion. And the best way to sell this market is through the Tribune. Does it pay? Just ask Sara Lee, Northwest Airlines, Edgar A. Stevens, Thomas Cook & Son.





People may praise the Tribune, fuss about it or blast it—but reading the Tribune in Chicago is just like waltzing in Vienna. Almost everybody does it. Practically 3 out of 4 families in the Chicago metropolitan area read the Tribune—almost half of all the families in 839 midwest towns read it. (Only 12% of metropolitan Chicago gets the largest national magazine—and less than 1 out of 10 tunes in on an average evening TV show.)

So if you want to know something about Chicago, call in a joe from the Chicago Tribune and put him to work finding out.

P. S. Always remember...  if you want to SELL Chicago

TELL Chicago in the **Chicago Tribune**

THE WORLD'S GREATEST NEWSPAPER

